How do cultural differences impact Food and Beverage operations within 5-star establishments in Malta

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Declaration of

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Declaration:

I hereby declare that this research study is based on the outcome of my research. I, as the author, declare that this research study is my composition which has not been previously produced for any other qualification. The research study was conducted under the supervision of Dr Rosetta Thornhill.

31.05.2022

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Abstract

The hospitality industry recognizes that the world is becoming more diverse and the need for organizations in this sector to reflect this in the way they work. This study aims to examine cultural differences and their impact on the Food and Beverage department in 5-star establishments. More specifically, this research will focus on managers and what methods they use to manage the work environment in which they are leaders. Furthermore, it will examine employees and their ability to work in a culturally diverse environment.

This research will be conducted through qualitative and quantitative research methods. Four Food and Beverage managers from various 5-star hotels based in Malta will be interviewed to understand what leadership methods they are using to reduce cultural differences among their employees. The survey will be distributed to the Food and Beverage employees in the same establishments (i.e., 5-star hotels) where the interviews were conducted.

The results of this study prove that cultural diversity is key to the tourism industry, especially for employees and their managers in the Food and Beverage department. It also confirms the existence of cultural differences between the employees and the need for specialists to control the environment in the cases of a disagreement caused by the diversity of the workforce.

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Chapter 1 Introduction

In this chapter 1, the examiner will be able to get familiar with the topic of this study. In addition, the background of similar and existing researchers will be provided so it positions the author's approach. Furthermore, details about the chosen specific research problem are followed with an overview of the paper's structure.

1.1 What is cultural diversity in the workplace?

There is no generally accepted definition of cultural differences, but according to the Institute for Certified Management (2008) it is assumed that "the difference between people and how these differences can contribute to the enrichment of culture for a particular individual or group of individuals." Cultural diversity is extremely important for modern society as it allows the community to face different cultural aspects. In the hotel industry, cultural differences are a challenge for the leaders of the Food and Beverage department. They have to deal with different beliefs and characters according to the individual's culture to avoid future conflicts in the work environment.

This in turn helps to enrich the cultural knowledge of a particular individual or business. Especially in the hospitality industry, the cultural environment in which an employee grew up is extremely important.

1.2 Significance of cultural diversity within the 5-star operation in Malta

The hospitality sector has long been a very diverse and fast-growing industry. Employees working in this field must have the necessary skills and qualities to ensure the highest quality of services, whether it is hotels, restaurants, travel agencies, and so on. According to Chon and Maier (2009), the tourism industry includes offering a service (e.g., hotels, restaurants, travel agencies, etc.) these are all things that are offered by a particular business to its visitors. This leads to the idea that compared to other industries, hospitality employees must have certain qualities to be competitive, which includes academic knowledge but not less important social skills. To provide a unique experience for its customers whose expectations are rising due to the rapidly growing industry, i.e., hospitality. Therefore, workers working in the field of tourism must be familiar with the cultures of different countries. That is, to be culturally aware of being able to provide excellent customer service at the highest level. This includes teamwork, which is essential for completing certain tasks in any business.

Hospitality workers must be culturally aware so that, regardless of the religion or culture of a particular guest, they can interact comfortably with each other (i.e., member of staff with a visitor). Employees must also be able to understand and overcome cultural stereotypes with their guests and colleagues from different cultural locations around the world which will create a harmonious and enjoyable work environment. As stated by Lum (2010), a culturally conscious employee understands and values different cultures according to their religions, customs, language, etiquette, and clothing of the individual. Therefore, employees in this field must be aware that daily they may encounter people from different parts of the world, logically these are different cultures, and they must be culturally aware to be able to offer the client an unforgettable experience.

1.3 The importance of cross-cultural management in The Food and Beverage department within 5-star hotels in Malta

Multi-cultural knowledge is essential for everyone, especially for hospitality managers as it helps to reduce differences according to race, ethnicity, gender and so on. Also, through this acquired knowledge, people (i.e., employees) will have education, skills, and most of all ideas on how to deal with an issue related to this area.

In most cases when there is an issue within the staff operating in a certain department (i.e., Food and Beverage) the manager is responsible for solving that problem. Although managers are not to blame for this complication that has already arisen or is ongoing. They must find the most appropriate way to resolve it without taking sides in the case. This is since certain employees working in organizations with different religions, ethnicities, beliefs, etc. (as is mentioned in the above paragraph) can work in the same department. If the problem is solved then the method applied by the given executive has been effective. That has helped to unite the employees in one way or another.

As stated by Browaeys and Price (2011), cultural orientation is important for the methods that managers use to perform their activities. In addition, cultural management knowledge is based on the manners and behaviour that employees show in an organization. Also, how it is most successful to work with the differences of each of the people who are influenced by their cultures. This describes what is the behaviourrrrrrrf individuals in business through different cultures. Despite this, Browaeys and Price (2011) make a comparison between these differences and try to improve how employees and managers interact in different countries.

1.4 Research Rationale

The purpose of this research thesis is to analyze the challenges and problems that managers have to face in 5-star hotels in a certain region of Malta. In other words, how multicultural affect food and beverage operations, and what methods do executives use to mitigate these challenges and offer the highest service to their customers. This study aims to prove why multicultural knowledge is an important aspect of creating a work environment that in turn will offer customer satisfaction, long-term consumer experience, and the relationship between people visiting a certain place (i.e., hotel) and the company by itself. Also, how cultural diversity affects the way line managers deal with the training of new staff specifically in the food and beverage department.

1.5 Research Questions

1.5.1 Primary Research Question

How does cultural diversity impact Food and Beverage staff management?

The scope of this question is how multiculturalism affects the way Food and Beverage managers manage to deal with their employees. Therefore, in this study, the examiner will be able to understand whether managers are appreciating the knowledge of their employees with different backgrounds. The analysis that will be done in this project will be able to contribute to the development of successful methods related to these cultural differences across 5-star establishments in Malta.

1.5.2 Secondary Research Question

How does cultural diversity affect the workplace in 5-star establishments? What are the challenges and problems?

This question attempts to understand how cultural diversity affects the atmosphere in which the employees of the organization work. That is, do these differences between employees help or harm certain company goals? Is it possible to slow down the work process due to cultural differences? Eventually, those cultural differences might contribute to the development of new ideas in the Food and Beverage department.

1.5.3 Third Research Question

How cultural diversity could improve the management workforce?

This question strives to explore whether cultural diversity can enrich and contribute to a better management workforce. Could the differences that can be observed in such an environment help the managers in this operation to deal with the upward problems caused by these staff dissimilarities?

1.6 Conclusion

In conclusion, in this chapter, it can be argued that cultural differences have a significant effect on the tourism industry and its employees. Furthermore, the world is becoming more diverse and organizations need to grow at the same pace. Those organizations and their leaders who cannot cope with cultural differences in the work environment will face major challenges and problems. On the other hand, those managers who have the necessary qualities and knowledge will easily eliminate the challenges and problems in their Food and Beverage department.

To achieve the above objectives of this project, an analysis of existing literature directly related to the topic will be made, which will be discussed in Chapter 2. Chapter 3 aims to discuss the rationale for this methodology used to collect data on this project. Chapters 4 and 5 will be used to provide information related to the analysis of the information already collected through thematic analysis. In addition, research questions will be addressed to prove that multiculturalism is an important key for managers, especially in the tourism industry. Employees also play an important role since they are an essential part of the workforce.

CHAPTER 2 LITERATURE REVIEW

2.1 Introduction

Chapter 2 will look at different literature perspectives on how cultural differences impact Food and Beverage operations within a 5-star establishment. It also aims to provide a critical assessment of the sources that have been collected by the author so through analysis can identify possible gaps in this literature that the project will try to overcome.

2.2 Culture in the Food and Beverage organization within 5-star establishments

In a company, one of the most essential things for its performance is culture. This is because each individual has a certain pattern of thinking, acting and feelings that have been acquired during his or her life. (Hofstede, 1997) This in turn manages to influence employees in the business and how they perform their work (i.e., the tasks set by their manager, productivity, etc.). The relationships between them are also influenced by cultural differences. The last thing that is mentioned is their acceptance by their managers. (Budin & Wafa, 2015).

In the workplace in a company, cultural differences can be expressed in different ways. That is, through various cultural beliefs, which in themselves differ in terms of the feeling and concept of work (Casares 1993). Understanding these cultural differences is important for managers because they must acquire (if not already) the ability to distinguish people according to their beliefs, attitudes and values to create an atmosphere that will contribute to massive productivity and most of it high-class service. If this is done by the given executives then they will be able to manage the multicultural force or team.

Due to these facts and reasons, the differences that may be related to the way of dressing, communication methods and the perception of strange behaviour depending on the culture of the individual should not be overlooked. Instead, they should be respected, even though it is not known to the person, i.e., staff member (Schreiber, 1996). However, according to Jacob (2008), eight cultural value orientations play an important role in the work environment. They can be seen in Figure 1 and are described below as clearly as possible.

Model of culture

Time Focus	Space	Structure	Action
Monochronic/ Polychronic	Public/ Private	Individualism/ Collectivism	Doing/ Being

Time-orientation	Power	Communication	Competition
Present Past Future	Hierarchy/ Equality	High-context Low-context	Competitive/ Co-operative
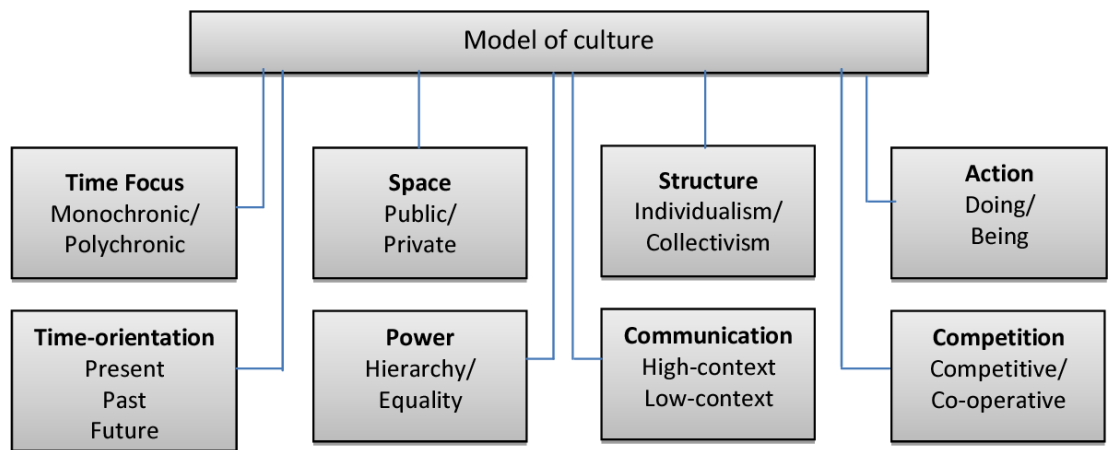
Figure 1: The Eight Cultural Value Orientations Source: Browaeys & Price, 2011, p. 115

This model of culture plays an important role for hospitality managers who have a culturally diverse workforce. The 8 cultural value orientation segments can contribute to the leadership if ones know how to implement them in the work environment. In the next paragraphs, each element will be described as clearly as possible.

According to Browaeys and Price (2019), space is divided into public and private. In other words, in this way individuals have their personalities ranging from the public level to the private level. Differences (i.e., cultural) based between public or private levels of employees can be observed. Despite this, differences are noticed according to whether the individual would like to share part of his personality. More precisely to feel comfortable doing so.

The focus on time is determined by the rhythm of nature. In other words, in this way, the different cultures that can be encountered in the work environment have different perceptions of time based on their environment, history, and common practice. Essential for management (i.e., management) there are two main time systems which are monochronic and polychronic. It is explained monochromatically as if the time the individual uses and experiences becomes linear. Therefore, people prefer to perform certain actions sequentially (i.e., one by one) and follow a certain schedule. Employees with this time orientation pay more attention to assimilating information than absorbing other people and their relationships.

By contrast, polychrome aims to clarify that the focus is distributed between several tasks with less dependence on the information they provide. This leads to the idea that graphs are more approximate and change in time-space. In conclusion, the main focus here is on people and relationships.

The structure is focused on the relationship between an individual and a group. This method is used to distinguish between individualism and collectivism. Individualism aims to use the I-focus and the individual goals of the individual, i.e., initiatives and achievements are the most important. In other words, employees are encouraged to be independent and autonomous. Moreover, a lower distinction is made here between internal and external groups. Besides this, the preferred relationship of the individual is with family members. By comparison, collectivism aims to put the group interest before the individual. Therefore, the decisions that are made by the people are in the interest of the group and not of the individual member. Additionally, there is a clear distinction between group members and outside.

As stated by Browaeys and Price (2019), every way in which the individual expresses himself leads to action. Therefore, these actions show a penchant for being or an interest in doing. In other words, the orientation towards existence is explained as a spontaneous expression of what will be embedded in the human person. In addition, this orientation aims to focus on what the individual wants (i.e., to work and live for the moment) instead of putting more attention and focus on their achievements. By comparison, the orientation to do prefers to perform an action which in itself leads to an achievement that is measured by certain standards that are not known to the actor. The focus is to complete the action and achieve the set goals on a personal level.

When communication is examined in more detail, it can be seen that context plays an important role. More precisely, the framework and background of the surrounding circumstances that are involved in the communication must be considered. In this way, two types of communication can be distinguished: high context and low context. Therefore, in a culture with a high context, most of the information that the individual uses has already been assimilated.

In this type of communication, when a certain message is transmitted, a small part of it is encrypted and the information is hidden in the text. Compared to a low-context culture, things are the opposite. That is, part of the coded and the transmitted message contains more information. Through this type of communication, the message is conveyed accurately and clearly.

The time orientation of the individual in time is divided according to the cultural differences: orientation in the past, present and future. According to these differences, it can be concluded that cultures with a past orientation focus mainly on the traditions of their people. As a result, the changes and plans that the individual would like to make must be in line with these traditions and stories. Currently, focused crops aim to get fast results and short-term gains. Compared to the previous orientation, the crops whose main focus is on the future would prefer long-term profits instead of short-term ones. Additionally, plans or changes are in line with the expected benefits that would appear in the future.

As stated by Browaeys and Price (2019), the value orientation of power is explained as the degree to which an individual or group of individuals thinks it is unevenly distributed. As a result, levels of power are marked in a certain (i.e. strict) way by certain cultures' towards orientowardourtowardierarchy. By contrast, equality-oriented cultures use informal structures that are created according to expert experience. Despite this, hierarchical structures can exist below the surface.

Competition is a way in which the individual can be stimulated to improve the company's productivity. It is also encouraged in environments where there is a free market. In this case, the motivation of employees is at a high level as they aim to stimulate the development of innovation and encourage faster product development in the market. If competition is valued by the business, the main focus is on the wealth that can be accumulated and good performance by achieving the ambitions that the individual has set as goals. In addition, profit plays an important role for employees. Cooperation is also important but for

other types of individuals whose focus is on quality of life, relationships between workers and their agreement with each other.

In such a case, working in a pleasant environment has a more important value than profit for employees and competition does not take first place in terms of a goal for the company.

The hotel industry is one of the fastest-growing sectors in the world. In other words, the people working in it should be well-known that a huge amount of knowledge is required as it has several distinctive features. (Oktadiana & Djauhari, 2011) In addition, this type of service sector is mainly oriented toward intangible services (i.e., the individual must have a built-in sense) The tourism industry has developed over the decades and thus offers more jobs compared to other sectors. Consequently, managers of hotels and other business-related to hospitality need to understand the differences between cultures in various countries and have developed communication skills as these are indispensable skills in this work environment. According to Hera Oktadiana and Rendy Djauhari (2011), various benefits can be learned through the hotel industry. These skills, especially cultural knowledge and the ability to communicate in a way that is easily understood by the people around the manager (i.e., colleagues and clients) increase the team's ability to work and overcome discrimination.

The role of the manager has long been one of the most important positions anywhere. Whether it is a hotel, restaurant, real estate agency, etc. the executive is the person who must have the most enviable skills. Also, the complexity of globalization in the 21st century requires people in this position to be able to adapt to any modern solutions related to a global problem or associated with the company. One of the areas most important for the development of the managing director's potential is his or her skill forin intercultural management. Nowadays, most companies are increasingly hiring people from all over the world. Precisely because of these facts, a person is needed who can convince these different characters (i.e., team members) and help their development both personally and professionally. In other words,

more and more corporations are looking for a manager who has developed skills in intercultural management.

As a result, businesses recognize that to be competitive, to establish themselves in the market and, above all, to develop in this global world, as mentioned above, they need a manager who has these skills. (Oktadiana & Djauhari, 2011)

As stated by Sippola and Smale (2007), there are potential benefits to a well-managed culturally diverse work environment. It is also essential for leaders to have the necessary cultural skills to cope with their diverse workforce and thus succeed in today's business environment (Egan & Bendick, 2008). To the report of Egan and Bendick (2008), the necessary skills for an individual individual individual individual to realize themselves as a successful culturally diverse managers are resourcefulness, tolerance of differences between employees in the department they operate (i.e., Food and Beverage) flexibility, skills to distinguish cultures so that there can be a balance between their colleagues. In addition, the skill of multicultural leadership is extremely important, as the individuals who will manage the department must be able to combine the positive qualities of each department and synchronize them to achieve the goals of the organization. On the other hand, they need to minimize the shortcomings and try to eliminate them through teamwork. Managers in most cases use these skills when working individually, in a working group or at the organizational level (Egan & Bendick, 2008).

Lastly, companies headed by a manager within Food and Beverage department with these prominent skills can be sure that the business will be developed regardless of whether their staff is entirely foreign or they are from a different culture. Nowadays, multinational companies have offices all over the world, and manufacturers also rely on markets outside their region, so the need for a manager with developed qualities, especially related to culture, is vital for business.

2.3 Challenges and problems with cultural differences in Food and Beverage operations

Cultural diversity can not only have advantages, but it also has its challenges and problems, especially in the tourism industry. Intercultural challenges arise because individuals working in Food and Beverage ooperations have cultural gaps, i.e., their views are different because they come from different places with different views. Moreover, when the organization grows, there is a possibility that employees do not interpret and understand each other for these reasons as well as customer needs (Rosinski 2003, 69). To avoid cultural differences and challenges, employees must respect each difference of each of them to achieve harmony and an excellent working environment so that the organization can perform at the highest level. Also, people in the hospitality industry need to properly understand the importance of cultural differences in meeting the needs of their colleagues and guests.

On the other hand, there are many challenges related to cultural diversity that the organization needs to address rather than simply end as these challenges and problems are likely to recur. Examples are that in most organizations there are challenges related to sexism, racism, age and homophobia that should not create tensions in culturally diverse contexts between the staff of the Food and Beverage Department in 5-star hotels. Therefore, these differences create a precondition for cooperative teams not to achieve the goals of the organization (Sonnenschein 1997). Furthermore, team building events help employees to get each other together and discuss certain challenges and problems. If a misunderstanding arises, i.e., there is no effective communication between the members of the Food and Beverage Department, this will negatively affect their ability to work. Therefore, it will lead to confusion, lack of teamwork and low morale. These shortcomings have a negative impact unhurt the work process and the organization must be overcome for employees to be successful in the international and multicultural hospitality industry.

Commitment and loyalty in most hospitality cases, and in particular in the Food and Beverage department, can be a challenge for the organization

(Sonnenschein 1997). In other words, engagement is usually directed at a particular cultural group; workers feel dependent (as well as loyal) to the original cultural groups that they are used to work and not to the whole company that represents different cultural groups. The management (i.e., the manager of the Food and Beverage operation) has the difficult task and responsibility to solve these challenges and keep these small groups of employees with cultural differences loyal to the organization. In every organization, there is an employee who would reject cultural diversity. This employee would like to perform the given tasks as he has always performed. On the other hand, it limits new opportunities, and new ideas and reduces the progress of both his and the organization. In such cases, the implementation of cultural diversity in the company's workforce policies can be a major challenge for the same organization.

In addition, cultural diversity also contributes to the complexity of important decisions regarding the Food and Beverage Department (Powell 2006). In other words, extensive experience and good communication are required to find solutions and compromises related to complex ethical dilemmas. On the other hand, the principles of ethical decision-making can certainly be radically different for employees of organizations according to their values, beliefs and religions. To create conflicts, there are probably changes in the values that affect the thoughts and actions of employees. As stated by Reisinger (2009), individuals who do not share cultural values are likely to have difficulty understanding other individuals. Therefore, these conflicts and misunderstandings will serve as a "bridge" to differences between employees.

One of the most difficult challenges is to create successful diversity control in the workplace, especially in the Food and Beverage Department. On the other hand, training on cultural diversity alone is not enough to implement the plan for managing these cultural differences in the organization. To be successful, there must be a clear strategy and proposal for performance by each employee according to their views.

2.4 Cultural diversity in the Food and Beverage operation within 5-star establishments

In this way, the critical thinking that the author considers important and whether he agrees or disagrees with the statements will contribute to the reader's understanding of why multiculturalism knowledge is essential to the productivity of the organization. Therefore, the individuals must be aware of how cultural differences affect the workforce in Food and Beverage operations, especially in 5-star establishments.

Cultural understanding is extremely important for employees, especially when they are part of the tourism industry. Most organizations want to develop in the long run and be international, but on the other hand, they do not want to invest in their employees who need to be aware of the cultural diversity that surrounds them. In other words, employees are the face of the company and they must have the necessary qualities and skills to be culturally aware, especially if the organization wants to develop internationally. Unfortunately, some companies appear on the international market without a clear strategic plan and without employees with the necessary experience and knowledge to meet the already established standards. (Peterson 2004) When it comes to cultural differences and similarities between employees in this industry, there are of course similarities and differences. Some cultures are similar in that they have a language that unites them, such as the United States, Canada and England, however, there are many differences between these similarities, especially when workers are unfamiliar with them and this would affect their relationships and workflow. (Peterson 2004).

For an organization to be successful, employees need to recognize cultural backgrounds, especially in their department - food and beverage, as differences can contribute to negative company performance. Hence the task of the manager who has to manage the diversity of employees and transform this from legal responsibility into an asset. Employees can take the right steps in the right direction despite intercultural barriers, but to do so, they need a mentor (e.g., Food and Beverage Manager).

Therefore, these barriers between workers can lead to challenges that go unnoticed. At first glance. For instance, planning an international plan, taking certain risks, communication styles, etc. are part of these invisible risks. (Sonnenschein 1997:109).

According to Okoro and Washington (2012), without diversity in the workplace hotel organizations risk becoming monocultural companies, i.e., there are no different points of view according to the culture of the individual and this, in turn, will contribute to more limited ideas and innovations. Establishing diversity in the work environment as stated by Okoro and Washington (2012) is not limited to certain laws that apply to the employment of individuals of different sexual orientations, people with disabilities, and minority ethnic groups. In other words, the purpose of this diversity is to contribute in the best way to the organization and not to highlight their differences. On the contrary, allow them to work in the best possible way. On the other hand, these differences between employees in the Food and Beverage department play a role in the work as there may be conflicts between them but this is a fact in any organization that wants to have an international plan.

Consequently, the global economy is becoming more global and this will affect the workforce of 5-star hotels, specifically the Food and Beverage operations through a more diverse environment. For organizations to be competitive and successful, effective management of cultural diversity in the workplace and effective communication between employees is needed (Okoro & Washington, 2012, 58) Hotel organizations need to evaluate diversity policies and plan their future so that they can be even more valuable in global hospitality markets. Therefore, the human capital of the organization will grow in the globalized economy (Okoro & Washington, 2012, pg.58) Moreover, human capital is associated with someone's abilities, knowledge and skills acquired in this area that will lead to economic value.

The hotel business is an extremely difficult area to implement because the competition is solid and it requires a clear and well-organized plan.

To become a successful work environment, managers and human resources must focus on their employees. According to Kossek and Lobel (1996), they need to redefine the management and leadership of diversity. Therefore, governments need to define the motives behind their interest in cultural diversity and clearly explain how this diversity will benefit the organization. As stated by Kreitz (2007), companies are obliged to explain to their employees what this diversity means and why it is so important for a successful work environment.

2.5 The cultural diversity of the workforce in the Food and Beverage department within 5-star establishments in Malta.

The cultural diversity of the workplace (that is, the Food and Beverage Department in 5-star hotels) is increasing as these cultural differences are linked to the growing globalization of the world. It affects the workplace and could be both positive and negative. One positive effect is that the cultural differences between individuals working in the Food and Beverage Department are that they belong to different cultures and thus through communication and a different approach to thinking they can analyze a situation differently.

Another negative effect is that this is difficult to achieve as individuals from the same culture would have approximate analyzes after being asked to analyze the same issue. (Martin G.C., 2014).

As stated by Martin Gillian Coote (2014), one of the negative effects on employees and their ability to work is the increased tendency of the workforce to generate interpersonal conflicts caused by their cultural differences. Cultural diversity is determined by the fact that each individual has different thoughts, customs, values, traditions, and, above all, a different way of thinking and analyzing a problem or opportunity. "When we listen and celebrate what is both common and different, we become wiser, more inclusive, and better as an organization." - Pat Wadors (n.d.)

The experience of others is important to the organization but it takes time. Listening is one of the positive things, but it can also be considered negative if this skill is not used properly. It can shed light on certain situations where the individual does not need to think. For example, those employees who are not allergic to certain foods are free to consume whatever they want during company meetings. On the other hand, this does not apply to those individuals who have food allergies. Therefore, they cannot take advantage of the "celebration" and have to bring their food to participate in this event.
This is a small example of how each individual can experience the organizational workplace differently according to their background and

circumstances. In a situation in the Food and Beverages department when culturally diverse workers are placed in the same group to achieve a specific goal of the company. They need to combine strengths and skills those differences that may arise during the process of performing this task and other variables may prevent this goal from being met.

As stated by Harrison, Price, and Bell (1998) consider that the effect when individuals are cohesive and have no differences in their group cohesion is positive, on the other hand, compared the deep dissimilarity in terms of group cohesion is negative. Employees in the Food and Beverage Department may find themselves in conflict situations that may not be caused by their work. An example of this could be an Italian worker arguing with a German employee over the fact that Italy has won a football match against Germany. The reasons and examples can be many, ranging from serious to trivial. Any reason caused by cultural differences has a negative effect as it affects the ability to work of the individual and this has a detrimental effect on the organization.

A positive effect of cultural differences in the workplace is that employees from different cultures can share experiences, knowledge and skills they have acquired during their lives and thus can exchange experiences and analyze an issue from different individual perspectives. On the other hand, this is difficult to achieve when employees come from the same country and have a similar culture, as their thinking will be more or less the same. Employees in the Food and Beverage Department who have a different cultural backgrounds will benefit the organization as they will provide a stable and extensive knowledge base. Al-Jenaibi (2011) conducted a study on the impact and scope of cultural diversity in companies in the UAE (i.e., United Arab Emirates. According to his research, most employees unanimously expressed their opinion that when working in groups with individuals who have cultural differences, they manage to overcome these differences through shared experience in teamwork. (Al-Jenaibi, 2011).

Another positive effect of the work environment of cultural diversity is that it is easier for employees to adapt to new environments if the business wants to

establish itself in the global market. In other words, to overcome the culture shock as the business expands and becomes international. The cultural diversity of employees is extremely beneficial for business as more and more companies nowadays have a global expansion in their corporate programs. (Martin G.C., 2014) Therefore, when a company expands, especially when it is connected to the Food and Beverage Department of a particular 5-star establishment, then several obstacles come, including a well-prepared plan for local customs and laws in the foreign country where the business will operate. Moreover, assess the risk of whether the business plan will be implemented successfully and develop strategies to overcome these challenges. When a hotel organization has a culturally diverse workforce, it can take advantage of these qualities of each employee to achieve these goals and avoid the above risks. For example, a Maltese hotel organization that is trying to expand its business in Spain can extract useful information from its employees who are of Spanish descent about their laws, tax regulations, etc.

2.6 Conclusion

Cultural diversity can have both positive and negative impacts on the working environment of the Food and Beverage department in 5-star hotels in Malta. Negative effects such as conflicts caused by different customs, traditions, ways of thinking, lost productivity, and difficulties in achieving harmony in group work. The negative effects can be many, but the above is the most common in most organizations. On the other hand, the positive effects include a strong knowledge base of employees created from different cultural experiences in their backgrounds. Also, employees will have the opportunity to exchange valuable experience gained from other jobs and apply it in the work environment as well as expand the business through different cultures. In most cases, these cultural differences may contribute differently depending on how managers manage to control the situation and take advantage of these effects. Ultimately, with the right strategic thinking, leaders can increase the benefits and minimize the disadvantages of cultural diversity in the work environment.

CHAPTER 3 METHODOLOGY

3.1 Introduction

Chapter 3 aims to show what research methods have been used to find the information and data needed to complete this study. The author of this study chose the most acquire and effective qualitative and quantitative methods. In addition, the examiner will be able to find out why exactly these techniques were chosen and how they contributed to this investigation.

3.2 Aim and objectives of the research

This research aimed to investigate the cultural diversity challenges in Food and Beverage department within 5-star establishments in Malta. Therefore, how do managers are dealing with the diverse staff in their department, and what kind of methods do they are using to manage all the employees that are mainly foreigners.

The objectives are:

- To identify how cultural diversity impacts Food and Beverage staff management.
- To explore how cultural diversity affects the workplace in the Food and Beverage department among 5-star establishments in Malta.
- To find how cultural diversity could improve the management workforce in the Food and Beverage operation within 5-star hotels in Malta.
- To point out the various views toward Food and Beverage department managers with different methods which have been used to lead the employees from various countries with diverse cultural, religious, beliefs, etc, etc.
- To find the gaps and discover the ways of improving the managing methods in diverse environments from semi-structured interviews with Food and Beverage managers from various 5-stars establishment around Malta.

3.3 Research design

Secondary data are used to design the primary study. On the other hand, taking into account the results of the collected primary data, therefore this study used secondary data. In other words, examining the specific issues in this study started with the secondary data. In addition, the analysis of secondary data can be described as a "second-hand" study. In conclusion, such data or analysis of information must be performed by another person, such as researchers, institutions, and so on. This is for purposes other than those currently being studied by the author of this paper.

According to Veal (2011), various sources of secondary data would contain the following:

- o Literature review articles aimed to review the original study that focuses on a specific topic. In most cases, but not always, experts and researchers in this field presented their reviews, which can be defined as the first written review of a thematic area. Articles such as these also contributed to further discussion and mention any publication related to how and where this information comes from on certain topics.

- o Technical Reports: Technical reports are directly related to the reports of certain free research projects, which are prepared to transmit results to other entities such as institutions, governments, etc. who will benefit from their information. The report can be taken into account either from a completed study or from ongoing research projects.

- o Journals: Trade journals contained articles that aimed to discuss practical details in a variety of areas that need to be relevant to the author of the study to be specific and accurate. These journals helped to study individuals in certain areas and are used as a means of gathering information.

- o Books: References are used by researchers as secondary source material. In most cases, specific facts are included that are used by the individual to research or review a topic.

Furthermore, the theoretical basis of the management of international hospitality in 5-star hotels in Malta, such as the relevant definitions, the type of gaps associated with the current study, and the challenges managers face in managing people of different cultures, religions, and beliefs and so on. Also, how does cultural diversity impact Food and Beverage staff management? Additionally, the effects of cultural diversity on the workforce in the Food and Beverage sector.

3.4 Primary data collection

According to Veal (2011), primary research is defined as a way to deal with the large amount of information that the researcher has obtained and should consistently support secondary research. The study was conducted by the author of this thesis and has collected operational data firsthand.

On the other hand, primary research can be divided into two categories, quantitative and qualitative research (Baggio and Klobas 2011). Absolutely whenever research is conducted, the questionnaires created by the researcher and interviews are always used together to make the research more accurate and specific (Laiand Waltman 2008). In other words, qualitative data from interviews are in most cases collected through different and in-depth views of respondents' views and opinions (Rubin and Rubin 2005). The questionnaires aim to provide evidence for several models among a large number of individuals. For the research to be of high quality and to achieve the goals and objectives of this research, the author chose both semi-structured interviews and questionnaires for conducting the research.

3.5 Interview design

The author of this study chose to use semi-structured interviews rather than other interview formats. This form of interview is most useful for this type of research as it made the researcher achieve his / her research goals faster, more accurately, and efficiently. (Gray, 2004) The objectives of this study were to interview every individual who works in the hotel industry in a position that manages people from different regions of the world with contrasting cultures, beliefs, religions, etc. To index the challenges facing the managers of the Food and Beverage Department in 5-star hotels in Malta. Another main goal was to find out how these employees in this department dealt with their differences with each other and whether managers apply the most effective methods to address these challenges for future development.

The answers were noted by taking notes and a Dictaphone.

3.5.1 Interview implementation

To gather the most useful and qualitative information possible and to complete the purpose of this study, the author initially arranged meetings with the interviewees. Four interviewees are included in this research. They are all Food and Beverage managers at various 5-star hotels in the Malta region. The preferred method of interviewing and the one that the author considered the most suitable for his study was the semi-structured format.

The semi-structured interviews were conducted online for epidemic reasons, and the author of this study considered it best to take the necessary measures to ensure the health of himself and the interviewees.

The author of this study believed that this technique of interviewing and the questions that arise during the conversation helped him and the interviewees to be calmer during the discussion. On the other hand, the researcher can extract more information through those questions that are not prepared in advance.

3.5.2 Interview Sampling

Therefore, in the case of this study, several determinants are included. First, the individuals who are directly related to the research topic, i.e., the managers and employees in the field of hospitality. Second, interviewees should be aware of the topic of the study and have a clear idea of what is required of them about the study. Third, respondents should include both areas of the survey - employees and managers among four 5-star hotels in Malta and could share their experiences and explicit views on the study topic. Furthermore, the author of this study aimed to include these three categories of specialists to complete the goals and objectives of his study.

In this study, the author decided to interview four people who were selected from four 5-star hotels in Malta (i.e, same region of establishments). The four individuals are managers from the Food and Beverage department with many years of experience in the field of tourism and manage employees with different backgrounds and diverse traditions as Malta is an island rich in culture.

able 1. Sample Chosen vs Workplace for the interviewed F & B managers.

3.6 Questionnaire survey

There are two types of questionnaires. Therefore, one is a closed type, i.e., it is a question that the researcher shows a list of answers such as yes/no. Moreover, this type of questionnaire in most cases serves to provide quantitative data (Smith 2010). The second type is an open-ended question, which is a question in which the respondents mostly do not receive a series of answers about their choice from the creator of the questionnaire. Respondents are more likely to justify their answer answers in their own words. Therefore, this type of questionnaire can contribute to the extraction of quantitative data. In most cases, designers choose the second type of question which are open-ended. (Long,2007)

Of course, questionnaires generate quantitative data and at the same time, they are relatively easy to analyze. For instance, there are certain programs for their analysis. On the other hand, the results can be well obtained and used for the study compared to other studies. Questionnaires are considered to be subject to a low response rate as they require participants to answer the given questions or in most cases are impersonal to the topic of the questionnaire. Moreover, there is a possibility that the analysis of data becomes very complex and misunderstood by the respondents when they misunderstood the question or answered it inappropriately. Therefore, it is extremely important when creating a questionnaire to look for a target group that is willing to share experiences, opinions, etc. In this way, they will be interested in the topic of the study. Therefore, the data collection will be sufficient.

3.7 Questionnaire sampling

In quantitative research, the sample must be large enough as it must be representative of the audience (Veal, 2006). According to Gillham (2008), the presence of a smaller sample will contribute to less reliability in terms of research accuracy. Besides that, the sample size creates the possibility of using statistics because these statistical tools that are used require a certain sample size to be effective (McGivern 2008).

According to the above information, the survey consisted of 13 questions, of which 5 were closed type, i.e, the respondents had the right to choose only one answer from the questions. The other 8 questions were open-ended type, meaning that individuals had to justify their answer to a specific question. All these questions were directly related to the questions that the author of this research asked the interviewed managers. The aim was to conduct a study with 40 employees of the Food and Beverage Department in selected four 5-star hotels in Malta. Individuals had to define themselves as employees of this department as they were. The survey was sent by the four Food and Beverage managers to their employees, who had to respond completely anonymously as the rules for conducting such a survey were strictly followed. Participants did not have a particular set of time to respond to the questionnaire as they completed it online through the „docks. google" platform and not on paper in the particular establishment where they work. The method for the online questionnaire was chosen because the author considered that this is the easiest and fastest option for collecting answers and results which in turn are returned directly for analysis.

3.8 Pilot test

According to Veal (2006, P.276), the „pilot study" is a small-scale „test point" for a more in-depth study". Therefore, pilot tests aim to determine how reliable certain tools are in terms of accuracy and consistency. Logically, the next steps are related to the general implementation procedures. It is essential that the correct formulation and use of the tools are to compare the results for each question separately from the two selected tools. A reliable tool has a high percentage of agreement between the results (Janesick 2004). On the other hand, if the instrument in question receives negative results or has low consent, then it must be considered by the researcher or deleted (Foureur2011). Therefore, if reform is needed a pilot test should be done again on the same tool.

As stated by Brotherton (2008) believes that pilot testing is best performed on a specific group of individuals who share common factors with those people who will sample the study. Besides that, Hennink et al (2011) also argue that "the researcher creates several pilot interviews in most cases with individuals who have the same characteristics as the same interview that will take place. In other words, this pilot study was conducted with 3 students studying International Hospitality Management who are currently in their final year at the Institute of Tourism Studies, Malta, to ensure that individuals have experience in the field. In addition, this is to confirm to the researcher that the final questionnaire and interviews are easy to understand and complete by the participants. In conclusion, the pilot study was conducted without any problems making the researcher change or remove certain questions, for instance, the questionnaire remained the same as at the beginning of the study.

3.9 Data collection

According to the research questions of this dissertation, the author decided to use quantitative and qualitative research methods to collect the necessary data for this piece of study.

Quantitative data are expressed in exact numbers as well as graphs, so they are analyzed by statistical methods. On the other hand, qualitative data are expressed in words and are analyzed by the author of each study through interpretations and categorizations. (Bhandari,2022)

The author of this study had a plan to conduct three interviews with different Food and Beverage manager of hotels within the same location. Eventually, one of the 5-star hotels in Malta, In the end, the individual managed to collect just as many interviews as the purpose of the study.

The interview consisted of 13 different questions (see Appendixes 1) that were directly related to the topic of this study and research questions. The individuals responded quite satisfactorily so that they could give as much information as possible about their position as Food and Beverage managers in various 5-star hotels in Malta. The questions created by the author of this study fully contributed to the fact that the necessary data could be collected to complete this study.

The purpose of the questionnaire was to collect 40 responses, but as a result, the responses from the staff of these four different hotels were 30. There were 13 (see Appendixes 2) questions and they are also directly related to the topic of this study and its research questions. Employees at these four different 5-star hotels in Malta were informed that this questionnaire is completely anonymous and that all confidentiality rules have been complied with. Also, the questions are of various types and in the beginning, the individuals had to share where they originally came from, their age, religion, etc. The author of this study aimed to use this questionnaire to see the perspective of employees on cultural differences in the Food and Beverage Department. Moreover, how these differences can affect their workforce and whether their leaders can meet these challenges.

This study is based on a major source of literature review. It is possible that the literature does not include all the previous constants. Also, since the topic of this study

that the author chose is relatively new, and there are few literature sources on the directionof research.

Although many resources research the different cultures of employees at work, few focus on a particular sector such as the Food and Beverage department. In conclusion, some literature cannot present the latest information about the researcher, therefore they cannot support his point of view.

3.9.1 Ethical considerations

According to Veal (2011), ethical behaviour is based on fundamental problems. As stated by Jennings (2001), ethical considerations are crucial to ensure the safety of those responsible for a particular study. In other words, this is defined as protection against injury or damage to study participants (Silverman 2010). The rules for communicating with individuals, regardless of their religion, beliefs, culture, etc., must not be violated. It is also extremely important that the interviews are conductehealthway legally alall way and that fraud is not used in their collection.

The author of this study informed the participants in the interview that the purpose of this study is to complete his dissertation. He also informed them that the information he would receive would be strictly confidential and anonymous. In addition, he considered it important to tell the participants that the interview was for research purposes only. Besides that, the researcher informs individuals that if they find a question inappropriate or uncomfortable they have the right not to answer it. Respondents also have the right to terminate the interview at any time. Moreover, the interviewees had the right to edit the researcher's report and if they deem it necessary leave the study after that interview.

3.10 Primary research limitations

- The questionnaires are conducted among more employees than managers in the Food and Beverage department within the 5-star establishment in Malta.

- Respondents answered as they saw fit and were honest as the questionnaire was anonymous and confidential.

- During the interviews, they were through online platforms due to the way legallyhealthhhsecurity measures of both parties involved in the study. Therefore, this affects the study as it differs from the face-to-face interview with the managers of the Food and Beverage department within 5 star5-star hotels in Malta.

- Due to the limited time of the managers, the interview had to last a certain number of times, so the questions had to correspond to the available time.

3.11 Conclusion

The purpose and objectives of this study are presented in this chapter. Also, the methods used by the author to collect the necessary data for this study as well as the same methods applied during the implementation of the primary and secondary studies are presented in detail. Therefore, the discussion with the interviewed individuals, the design of the questionnaire and what choice was made for the sample. The limitations given by the author of this research are also mentioned in this chapter.

Next Chapter 4 will explain the main findings of the survey and interviews. Therefore, how many people were targeted from four different 5-star establishments in Malta, and how many employees responded from Food and Beverage department.

CHAPTER 4 FINDINGS OF THE SURVEY AND INTERVIEWEES

4.1 Introduction

Previous Chapter 3 described all the processes and procedures used in this area of the study to generate and collect data that are critical to this research.

Chapter 4 aims to explain the main findings of the survey and the interviewees that the author of this study found in four different Food and Beverage departments among 5-star establishments in Malta.

Furthermore, in this section, the researcher will provide objectively and neutrally the findings of the qualitative analysis.

4.3 Participation and response rate in interviews

The response rate of the author's interviews with various selected Food and Beverage managers of 5-star hotels in Malta was quite satisfactory. Four executive individuals in the Food and Beverage department were interviewed within the same hotel area. Moreover, the targets for the interviewed individuals were three, but in the end, another hotel showed a willingness to participate in this study. All managers tried to contribute their knowledge to make this study possible and to answer all of the research questions.

Table 2 shows (See Appendixes 4) the demographic profile of the interviewed Food and Beverage managers in four different 5-star hotels.

As can be seen in Table 2, the individuals are all-male, middle-aged with a university degree. In general, all interviewed individuals welcomed the author of this study extremely warmly and provided the individual with all the necessary information.

4.4 Findings collected from interviews: emerging topics

The qualitative data in this study are based on four interviews with various Food and Beverage managers (i.e., Sample A, B, C, D) in 5-star hotels in Malta. This section discusses the constants of the interviews as well as the response rate of the interviewed individuals. All of the interviews were conducted strictly confidential which was explained to the individuals (i.e., managers and employees), so the author of this study can receive as many much qualitative data as possible.

The content and thematic analysis that the author of this research performed on the information gathered from the interviews were based on the research questions. Therefore, the aim of the interviews was the interviews aimed to collect as much as possible data from the individuals. Also, it was found that the various topics that arose during the interviews overlapped with research questions, which in turn was useful to be able to gathering quality information from all four interviewed Food and Beverage managers. More of the various topics which arose during the conversation can be seen in the next subchapters.

Some of the managers at the beginning of the interview were not so thorough in their answers, but later, after noticing the interest shown by the author of this study, they changed their answers. An example of this is that the first question (see Appendixes 1) that was asked to Sample A individual considered it necessary to be short, precise and completely clear in his answer. The manager explained that for him cultural diversity means fresh ideas, more innovation and an understanding of different cuisines.

In contrast to Sample B who mentioned that cultural differences mean the exchange of knowledge between people of different religions, beliefs and cultures. The food and beverage manager also mentioned that for him, these cultural differences could lead to problems such as terrorism, conflicts in the workplace and racism. The leader also noted that for him cultural differences are a very important part of the hotel industry.
In comparison to Sample C and D described cultural diversity is a way, individuals learn about new cultures, beliefs, religions, etc. from each other (i.e., employees in Food and Beverage department). The manager also stated that cultural diversity can contribute a lot to the employees if they know how to observe good manners and skills related to the individual cultural culture

All managers were asked why leaders should be interested in cultural differences, especially in the Food and Beverage department. (see Appendixes 1) Individuals responded differently to their experiences and understandings of the topic. Sample A mentioned that this is a very important part as employees can learn how people of different cultures have worked in their country and can also contribute to their current job. On the other hand, Sample B and Sample C argued that in the 21st century the world is globalizing and because of this fact people are travelling more and more often and encountering different cultures. Also, as managers, they need to be aware of these cultural differences and how to react in such an environment. Sample D stated that leaders in such a position should undoubtedly have a wealth of cultural experience and know-how to apply these skills in their department.

One topic emerged during the conversation with two of the Food and Beverage managers from 5-star hotels.

Therefore, the author of this study and interviewees were discussing is there a possibility one leader to be a good manager if the individual is not cultural diversity knowledgeable?

Two of them (i.e., Sample A and Sample B) stated that it depends on the individual skills and abilities to cope with the manager's tasks and responsibilities. Also, it will be very difficult if that manager has a diverse workforce and no cultural diversity experiences to deal with any issues that may rearise.

On the contrary, Sample C and D mentioned that there is no such a possibility since this position at the hotel requires a lot of knowledge, skills and ability to deal with different employees with various background experiences.

All four Food and Beverage managers were asked their opinion on how essential is multicultural knowledge for managing their workforce? (see Appendixes 1) Quite logically, they answered (i.e., Sample A, B, C, D) that it is extremely important for leaders to have multicultural knowledge, especially with such cultural diversity as there is in the hotel industry in Malta. Therefore, the author of this study asked them if this multicultural knowledge is based on their many years of work experience. Four of the managers replied that all of their skills and knowledge have been gained through many years of experience in the hospitality business.

Another topic of discussion emerged during the interview with one of the managers (i.e., Sample A) The author of this research asked without preparing what is the opinion of the executive about cultural diversity training with the new employees who come from abroad to Malta for internship or just to settle their lives in the island and work in hospitality industry. The manager answered that he believed in employee training, especially in such a case where the worker is coming from a different country without knowing the Maltese habits and culture. Also, the head of the Food and Beverage department added in addition that the executive of the Food and Beverage Department can give this training to the individuals but it is in their hands if they want to learn new culture with its benefits and disadvantages.

One of the last questions which emerged during the conversation with the managers (i.e., Sample A, B, C, D) was related to any pieces of advice that the line manager could give to any future leaders. However, the author of this study prepared that type of question in his list. The individuals mentioned that one of the most successful advice is to believe in their skills, abilities and sense of understanding of Food and Beverage employees. This would serve as their help if they learn how to control the workforce and stop any conflicts at the beginning.

To sum up, these interviews contributed a lot to this research since the Food and Beverage executives gave a lot of helpful information to finish this research, especially with their experience in the hospitality field. Therefore, the author of this study believes that without these interviews this research will be not that significant. Additionally, these topics that arose during the interview made the study even more interesting and in-depth.

4.5 Findings from survey data

The qualitative data in this research were collected from the information provided by the Food and Beverage employees through their answers to the questionnaire. All employees who answered the questionnaire work in the same 5-star establishments as the executives who were interviewed by the author of this study. More answers were expected from the questionnaire (40 responses) but in the end, only 30 responses were collected. These qualitative data for the study were extremely important as the information gathered contributed to answering the research questions that were raised in this study. The questions were directly related to the topic and aimed to find out what the employees of the Food and Beverage Department are experiencing related to cultural diversity. Additionally, about how their leaders manage to cope with these challenges that might arise in this department.

4.6 Participation and response rate in the questionnaire

Table 3 shows (see Appendixes 3) the demographic profile of the respondents who are or have been employees in the Food and Beverage department in four different 5-star hotels.

As can be seen in the table (see Appendixes 3), it is more than clear that half of the participants are between 18-28 years old. Also,18 people among the responders are males compared to 12 females. According to the race of the employees, 21 of them are White Caucasian by contrast to 3 people who are Middle Eastern. More than half (i.e.,18) of the participants are citizens of Malta compared to 12 workers who are not. As stated in the table 21 responders live more than 5 years in Malta by contrast to 3 people who leave in Malta for less than 1 year. In conclusion, 12 people are occupied as Food and Beverage attendants at four of the 5-star hotels where this survey was distributed. In contrast, 2 participants are working as a sommelier in the same department.

4.7 Findings collected from survey data

The questions of this survey can be seen in Appendixes 3.

<center>Survey A:</center>

From the 30 respondents that participated, the results and findings are as shown below:

Question 1.

As the question was asked to 30 respondents, the findings show a high percentage of 27,7% of the total number of respondents who have claimed that there are from Malta. This is the highest percentage from the answers of Food and Beverage employees in particular four 5-star establishments in Malta. From the findings, 10 % of the total number of respondents have to respond responded that they are coming from Bulgaria and the same percentage applies to individuals from Serbia. Ultimately, according to the answers, the majority (27,7%) of the employees are from Malta.

Question 2.

According to the 30 responses, the findings show that 60% of the individuals, who replied to this survey are females. By contrast, 40% of the people who answered this questionnaire are males. None, of the response, chose to answer "prefer not to say". However, there was such an option for those people who does not want to indicate their gender. In conclusion, by comparing males to females, it can be concluded that females (60%) are 20% more than males (40%).

Question 3.

According to the 30 responses, the findings show that 60% of the individuals, who replied to this survey are females. By contrast, 40% of the people who answered this questionnaire are males. None, of the response, chose to answer "prefer not to say". However, there was such an option for those people who does not want to indicate their gender. In conclusion, by comparing males to females, it can be concluded that females (60%) are 20% more than males (40%).

Question 4.

According to the 30 responses, the findings show that 60% of the individuals, who replied to this survey are females. By contrast, 40% of the people who answered this questionnaire are males. None, of the response, chose to answer "prefer not to say". However, there was such an option for those people who does not want to indicate their gender. In conclusion, by comparing males to females, it can be concluded that females (60%) are 20% more than males (40%).

Question 5.

From the total number of respondents, it can be seen that a higher percentage of individuals (53,3%) confirmed that they are citizens of Malta. On the contrary, the rest of the answers belong to "No" with 14 responses (46,7%). Ultimately, it is more than clear that there are more citizens of Malta (53,3%) compared to foreigners (46,7%).

Question 6.

From the total number of respondents, it can be seen that a higher percentage of individuals (53,3%) confirmed that they are citizens of Malta. On the contrary, the rest of the answers belong to "No" with 14 responses (46,7%). Ultimately, it is more than clear that there are more citizens of Malta (53,3%) compared to foreigners (46,7%).

Question 7.

From the total number of respondents, it can be seen that a higher percentage of individuals (53,3%) confirmed that they are citizens of Malta. On the contrary, the rest of the answers belong to "No" with 14 responses (46,7%). Ultimately, it is more than clear that there are more citizens of Malta (53,3%) compared to foreigners (46,7%).

Question 8.

From the total number of respondents, it can be seen that a higher percentage of individuals (53,3%) confirmed that they are citizens of Malta. On the contrary, the rest of the answers belong to "No" with 14 responses (46,7%). Ultimately, it is more than clear that there are more citizens of Malta (53,3%) compared to foreigners (46,7%).

Question 9.

From the total number of respondents, it can be seen that a higher percentage of individuals (53,3%) confirmed that they are citizens of Malta. On the contrary, the rest of the answers belong to "No" with 14 responses (46,7%). Ultimately, it is more than clear that there are more citizens of Malta (53,3%) compared to foreigners (46,7%).

Question 10.

From the total number of respondents, it can be seen that a higher percentage of individuals (53,3%) confirmed that they are citizens of Malta. On the contrary, the rest of the answers belong to "No" with 14 responses (46,7%). Ultimately, it is more than clear that there are more citizens of Malta (53,3%) compared to foreigners (46,7%).

Question 11.

From the total number of respondents, it can be seen that a higher percentage of individuals (53,3%) confirmed that they are citizens of Malta. On the contrary, the rest of the answers belong to "No" with 14 responses (46,7%). Ultimately, it is more than clear that there are more citizens of Malta (53,3%) compared to foreigners (46,7%).

Question 12.

As illustrated in the column above, it can be noticed that almost all of the participants of this survey (26 responses) mentioned that their work environment is very diverse with its advantages and disadvantages (see column 1, Appendixes 3). However, according to the Column 2, it can be seen that the individuals also claimed that their work habit is highly diversified with their pros and cons. (see Column 2, Appendixes 3) Ultimately, according to the facts shown above employees responded that their environment is very diverse with several advantages and disadvantages (26 responses).

Question 13.

As illustrated in the column above, it can be noticed that almost all of the participants of this survey (26 responses) mentioned that their work environment is very diverse with its advantages and disadvantages (see column 1, Appendixes 3). However, according to the Column 2, it can be seen that the individuals also claimed that their work habit is highly diversified with their pros and cons. (see Column 2, Appendixes 3) Ultimately, according to the facts shown above employees responded that their environment is very diverse with several advantages and disadvantages (26 responses).

4.8 Conclusion

Chapter 4 analyzed in detail the topics that emerged from the collected data. This was also compared to the literature found in Chapter 2. This chapter aimed to give a better understanding of how different cultures have an effect on Food and Beverage operations in certain 5-star hotels in Malta. Also, to give a better understanding of how managers deal with the cultural challenges they face. This chapter also illustrates the effect of multiculturalism on the staff of this department. In the next chapter 5, these topics will be used to discuss the main research issues mentioned in Chapter 1.

CHAPTER 5 ANALYSIS AND DISCUSSIONS

5.1 Introduction

The analysis section is the part where the researcher will explain what has been done with the data collected for this study.

This chapter on results aims to present the constants without the author allowing himself to interpret or evaluate as well as to guide the section for presentation and discussion of this research paper. In other words, the results are reported and therefore reveal the analysis.

5.2 Cultural diversity and how does it impact Food and Beverage staff management?

In most of the interviews, the individuals (Sample A & B & C & D) explained what cultural diversity means to them, how they (i.e., the managers) relate to the culturally diverse workforce they have, and what their special relationship is for each individual with different skills, understandings, and experiences according to their cultural background. Most 5-star hotels and their Food and Beverage managers are aware that the advantages outweigh the disadvantages of having employees with rich and diverse cultural experience who have combined these qualities through their workforce in the same department. Using empirical research as outlined in Chapter 3, the following topics were identified and analyzed:

The results demonstrated in this chapter match state-of-the-art methods. As stated by Oktadiana and Djauhari (2011) the hotel industry is one of the fastest-growing sectors in the world. Therefore, those working (i.e. the management) in this field must be well aware that extensive experience, knowledge and leadership skills are required. Also, hospitality managers need to understand the differences between bodybuilders in different countries and have developed communication skills as they are an indispensable part of this work environment. One particular Food and Beverage Manager (Sample A) mentioned that he believes that communication skills are extremely important for this department because without clear communication it will be impossible to meet the highest standards and meet the goals that the company has. Furthermore, various Food and Beverage managers (Sample B & C) stated that communication skills can be as useful to the department as they are useless (e.g., lack of communication skills) if the individual's thoughts are not clearly and precisely expressed as they can be misleading. On the other hand, the other interviewer (Sample D) argues that communication skills are important but more essential for Food and Beverage operations are qualities such as perseverance, desire to learn new innovative skills and motivation prevail over communication.

These days, most organizations are hiring more and more people from all over the world. It is for these reasons that companies need a manager who can control these different characteristics (i.e., Food and Beverage employees) and lead them in the right direction.

According to one of the interviewed managers (Sample A), his department is very culturally diverse (i.e., 44 nationalities), making the Food and Beverage department a unit with a variety of cultural attitudes of each individual of that nationality. That is why this manager claims that the person who manages these personalities must be culturally familiar and have the necessary skills to be able to control these characters. Moreover, those employees who work in this hotel in most cases have worked with the same company before and know what the requirements and benefits are. By contrast, the individual (Sample B) believes that as useful as cultural diversity in this department can be, it can also be harmful through interpersonal conflicts. In contrast, managers (Sample C & D) prefer employees who have a rich cultural diversity because they have acquired the ability to work with people different from them.

In line with previous studies as stated by Sippola and Smale (2007), there are potential benefits to a well-managed culturally diverse environment. In addition, it is extremely important for the organization and employees that the manager has the necessary cultural skills to cope with a diverse workforce and thus establish themselves in the business environment. One of the managers (Sample A) was asked during the interview "Why should managers care about cultural diversity in their department? More precisely, in Food and Beverage?" His answer was clear and straight to the point stating that the team needs to united unite whilst all team members will learn different F&B areas and how they work.

On the other hand, the manager (Sample C) of a particular hotel answered the same question that the hotel or restaurant environment is highly dependent on mutual acceptance between the team and guests. In addition, this department must offer training on cultural and personal differences to avoid future conflicts between employees and guest employees.

The managers of the other two 5-star hotels (Sample B & D) fully agreed with the statements of the other individuals (Sample A & C). More precisely, according to them, it is extremely important how the Food and Beverage Department is managed and how the cultural environment affects the operations. With well-managed cultural diversity and the implementation of strategies, the organization will reap the best. For example, one of the managers (Sample D) of a certain hotel has implemented a good strategy as his department has opened a special food corner where different types of cuisines are offered every week.

Overall, these results are by the information reported by Egan and Bendick (2008), who argue that a manager must have certain skills to successfully control a culturally diverse environment. Qualities such as flexibility, and flair for different cultures so that there is a balance between employees, as well as the skill of multicultural leadership, are extremely important. Precisely because of the skills mentioned above, cultural diversity affects the managerial skills of managing individuals. The manager (Sample A) of a certain 5-star hotel mentioned that cultural diversity affects the management of employees, whether it is the Food and Beverage department or not (also whether it is a guest related or not). In addition, through cultural diversity, the organization can understand more things that will contribute to improving the business by exploring new cultural environments.

On the other hand, the executive (Sample C) of another particular hotel stated that knowledge of different cultures and different points of view has a positive effect on improving communication and the way the employees who operate in the Food and Beverage Department cope with their task of offering the highest standard of service.

The other two leaders (Sample B & D) have the same opinion that when the individual (i.e., head of the department) knows different cultures, the executive can apply these skills and knowledge to business and employees and thus strengthen the qualities of each individual who has extensive cultural experience. Thus, the business will receive new innovative ideas that are highly valued today.

Sample B mentioned that new ideas, new thoughts, etc., etc., etc., etc. would contribute successfully to the department and thus will improve the management workforce. Therefore, when all the ideas and thoughts are gathered together there is a possibility that the staff might use more innovative methods while working in Food and Beverage department.

When comparing our results to those of older studies, it must be pointed out that according to all managers of various 5-star hotels in Malta (i.e, Sample A & B & C & D), it is clear that cultural diversity has a great impact on staff management. Furthermore, individuals who are leaders must have many years of experience and, above all, be familiar with the different cultural personalities that each of their employees may have. The qualities that a manager must possess should serve as an example to the employees of the Food and Beverage Department.

Furthermore, when an organization has a strong manager with culturally diverse skills and is mostly motivated to pass this knowledge on to its employees, then it will be established in the business environment it operates.

5.3 Challenges and problems in Food and Beverage department within 5-star establishments in Malta

These results go beyond previous reports, showing that as stated by Rosinski (2003), cultural diversity can have not only advantages but also challenges and problems, especially in the tourism industry. These issues and provocations may arise due to different views of employees on their cultures and the fact that they come from places with dissimilar understandings. The manager (Sample A) of a certain hotel mentioned that controlling a diverse environment has its challenges. Apart from the difficult communication that can arise, there are also differences in the habitats of individuals until they understand their differences:

Another executive (Sample C) from a particular hotel explained that the most challenging aspect is usually considered to be different opinions and cultural differences. He also gave an example of how in an event of the Food and Beverage operations, his multicultural team that not every one of its employees can consume the same food. Therefore, the individual had to make sure that the kitchen prepared the food for all the different cultures in his department:

Compared to another 5-star Food and Beverage Manager (Sample B), he believed one of the most challenging things about controlling a diverse environment is to reduce cultural misunderstandings among staff. A similar conclusion was reached by a particular manager of the same department (Sample D) stated that the biggest challenge is for the individual to better understand the other cultures that surround him (i.e., his team) as well as the guests:

Interviewers (Sample A & B & C & D) were asked what methods they use to reduce these challenges in their department among their employees?

One of the managers of a certain hotel (Sample A) believed that team building events are extremely important for an organization to be able to bring all individuals together and cover these challenges during service periods:

A similar pattern of results was obtained in the report of Sonnenschein (1997) where the individual claimed that teambuilding helps the organization exchange ideas on how to overcome a challenge that can later become a problem.

Food and Beverage executive said the same statement as the individual (Sample A) that team building team-building team-building meetings are extremely useful for getting to know employees in the same department. Another manager (Sample C) claimed that these challenges in the 5-star hotel where he works implement strategies such as proper cost control, risk management, planning and staff training:

Overall, these results are in line with the information reported by Powell (2004) who argues that rich experience and good communication are crucial to finding solutions and compromises related to complex ethical dilemmas. These basic findings are consistent with research showing that the principles of ethical decision-making can certainly be different for Food and Beverage employees according to their religion, beliefs and culture.

Individuals (Sample A & B & C & D) were asked how they promote an open communication environment for their employees as communication in a multicultural unit is one of the biggest challenges in 5-star hotels?

One said that (Sample A) as a 5-star hotel we have an open-door policy and at the same time we have forums for team members where individuals can discuss certain topics that affect them and the organisation on a larger scale. On the contrary, the Food and Beverage operations manager (Sample C) of a particular luxury hotel in Malta advised creating your examples. In other words, creating a healthy and productive team means open communication and mutual respect between employees. The same example (Sample D) is given by another 5-star manager who believed that he should be a role model for his employees:

In contrast to the other two managers, (Sample D) explained that through training they promote an open communication environment for their employees.

These basic findings are consistent with research showing that as Reisinger (2009, pg. 79) argues, people (i.e., workers) who do not share cultural values will in most cases have difficulty communicating with other individuals from the same department. Therefore, these challenges that can turn into conflicts will serve as a "bridge" to the differences between Food and Beverage employees within 5-star establishments.

All 5-star managers (Sample A & B & C & D) were asked how they will promote diversity, equality, and inclusion among those colleagues who report to them?

One of the managers (Sample A) of a certain hotel answered appropriately to the question that they promote this in different ways, one of which is through team building as the same individual mentioned above for another question. In addition, their organization organizes cultural outings so that their employees are fully aware of the Maltese Islands. Another Food and Beverage Manager (Sample B) stated that his organization aims to promote diversity, equality and inclusion in their employees through different social events, music, food and team-buildings:

Compared to these statements, a certain leader (Sample C) of a particular 5-star hotel argued that leading by example is crucial to dealing with this. In addition, creative projects and workshops can be extremely useful in this case when you need to promote diversity, equality and inclusion among their staff. On the other hand, one of the interviewers (Sample D) expressed his opinion opposite of the other three individuals (Sample A & B & C & D). His contention isHe contends that his 5-star hotel organization, and in particular the Food and Beverage operations where he is head of the department, will not advertise the above. He will leave things as they are.

5.4 The effects of the cultural diversity on the workforce in the Food and Beverage department

The author of this study believed that many employees have found themselves in a situation where they were culturally insensitive, sexist, racist or homophobic. For this reason, he allowed himself to include this question in his interview on how a Food and Beverage manager would handle a similar case in his department. After asking this question to one of the individuals (Sample A) from a certain 5-star hotel, he said that he would deal with such a situation depending on the sensitivity of the case, they, the heads of departments, would investigate the issue so that they can make a proper assessment of the problem. Therefore, they will discuss the case with the individuals afterwards:

Another 5-star hotel manager (Sample B) in the Food and Beverage department mentioned that education is always key in such a situation, but in his years of experience there were cases where disciplinary action was mandatory and the best solution was to find a new job for an employee or the termination of his contract to avoid escalations:

Compared to other managers, this individual (Sample C) refrained from comment and chose not to answer this question. However, he would like to add that there are some guidelines that managers must provide to their employees before starting work so that such situations do not occur:

There are positive and negative effects of cultural diversity on the productivity of employees in the Food and Beverage Department. As stated by Martin G.C., (2014) one of the positive effects is that through communication individuals with different cultural backgrounds can generate new ideas and it is possible to analyze a particular situation in different ways. Another negative effect on the workforce is the increased tendency of employees to generate interpersonal conflicts due to cultural differences.

All interviewed individuals were asked what are the effects of cultural diversity on the workforce within a 5-star establishment. This is an important finding in the understanding of the positive and negative effects that can affect the workforce in the Food & Beverage sector. The present study confirmed the findings on cultural diversity and how this affects employees in this particular sector.

According to one of the managers (Sample C) of a hotel, the positive effects are that any variety improves the productivity of staff members and therefore profitability. Negative effects are wrong communication, creating a barrier with possible escalations:

Another leader (Sample D) of 5a -star establishment said that the positive effect is the good communication among his Food and Beverage employees. Furthermore, if the group of people are cohesive, they will work in harmony and this would benefit the business. Additionally, negative if the individuals do not respect each culture of the individual:

The result now provides evidence to what was stated by Harrison, Price, and Bell (1998) where they consider that the effect when individuals are cohesive and have no differences in their group cohesion is positive, on the other hand, compared to the deep dissimilarity in terms of group cohesion is negative. Manager (Sample A) of a particular Food and Beverage department said that there is always a positive and negative impact on the workforce, especially when his organization is so various in cultural backgrounds:

Overall, these results are in line with the information reported by Al-Jenaibi (2011) who researched the impact and extent of cultural diversity in companies in the UAE (i.e., the United Arab Emirates). As stated by the researcher, most employees manage to unanimously express their opinion that when working with a group of people who have cultural differences, they manage to overcome these differences through shared experience in teamwork.

For all the individuals interviewed, one of the last questions during the discussion was where do they think their food and beverage department should be improved the most from the aspect of cultural diversity? One of the leaders (Sample A) of a particular hotel replied that there is always room for improvement and they are constantly doing this type of training to keep the team fully trained:

On the other hand, another manager (Sample C) responded differently, arguing that his department needed to improve the well-being of its employees. The individual has often seen that employees are overwhelmed with work and working hours. As a result, the Food and Beverage department of this particular hotel has a high turnover of staff:

According particular Food and Beverage operations leader (Sample B) within a 5-star establishment mentioned that the company where the individual works need to be improved not only by reducing costs and profits but by to bring bringing in new staff. Furthermore, rather, they need to think about whether this is good for them, whether they need to provide something to their employees, and whether they are happy to work with this company. Therefore, the organization will benefit the most:

Contrary to the statement of Martin G.C. (2014) we did not find how cultural diversity could contribute employees to adapting to new environments if the business wants to establish itself in the global market. Also, how cultural diversity will contribute to improving the work environment if the organization has a global expansion in its corporate programs.

The author of this study asked his interviewees one last question to gather information what advice will be given by managers with many years of experience to those people who will be the first to be in a leadership position?

One of the Food and Beverage managers (Sample A) of a particular 5-star establishment said that the team is key because everyone in their industry is important and will always have different ideas that they can easily accept and take into consideration:

On the other hand, another leader (Sample C) of the same department mentioned that patience and respect are the two most important things in this field of work. According to him, knowledge and experience come with age. He noted that while maintaining an open open-minded character, individuals can be successful in the work they provide:

The two managers (Sample B & D) interviewed answered that to be a good leader, you need to work the most of all employees combined. All four Food and Beverage executives stated that it takes patience, knowledge and a lot of work, but it is all worth it because, in the end, it will all come back to the executives and the organization.

CHAPTER 6 CONCLUSIONS AND RECOMMENDATIONS

6.1 Introduction

This study aimed to analyze how cultural differences affect Food and Beverage operations in four 5-star hotels in Malta. Also, through the interviews, it was possible to understand how managers use cultural diversity and different methods to deal with different challenges and problems that arise in their departments. On the other hand, what is the importance of multicultural knowledge to control the work environment? Furthermore, how do these cultural differences affect the workforce of Food and Beverage employees at these 5-star hotels?? All of these executives apply their experience and knowledge to deliver the highest level of service and have found other creative ways to mitigate cultural diversity. Most of the interviewed individuals understand the importance of cultural diversity and its effects on the workforce.

6.2 Research questions

***6.2.1* Research question 1:** *How does cultural diversity impact Food and Beverage staff management?*

After a discussion with the four Food and Beverage managers of certain 5-star hotels, it is clear that they are all aware that cultural diversity affects their department. All interviewed individuals claimed that cultural differences were present in their hotels as their organizations were characterized by a large number of foreign employees. According to Oktadiana and Djauhari (2011), the hotel industry is one of the fastest-growing industries in the world. This has led to multiculturalism in almost every hotel organization in Malta. Leaders are fully aware that if cultural diversity is not managed at a level it will affect the productivity of their employees. As argued by Sippola and Smale (2007), there are potential benefits to a well-managed cultural environment. In addition, it is extremely important for the organization and employees that the managers have the necessary cultural knowledge and skills. As mentioned in the previous chapter, managers must not allow conflicts to arise in their work environment due to cultural differences. They must synchronize these differences and unite them into one common goal.

Most of the interviewees agreed that their cultural environment is extremely diverse and that a large percentage of their employees are foreign. Some of the individuals mentioned that their organization hires people who have worked in the same hotel but in another country and thus are sure that the worker is aware of the rules and obligations in this business. Several of the interviewees stated that their cultural environment is extremely diverse and that a large percentage of their employees are foreign. Some of the individuals mentioned that their organization hires people who have worked in the same hotel but in another country and thus are sure that the worker is aware of the rules and obligations in this business. In addition, leaders argued that each employee has a different way of communicating with their colleagues, that is, each way an individual expresses themselves leads to action.

This is in line with the Eight Cultural Value Orientations where Browaeys and Price (2011) argue that this orientation aims to focus on what the individual wants instead of paying more attention and focusing on their achievements.

All the interviewed managers agreed that cultural diversity can improve their management as they apply certain methods and knowledge to the workforce which in

The turn will meet the goals of the organization. As well as the lack of such information for leaders can lead to irreversible effects as conflicts will arise in the department due to unclear communication between employees. Moreover, as mentioned in the report of Egan and Bendick (2008) requires certain skills such as ingenuity and tolerance for differences between employees in the department in which they work so that the individual can be realized as a successful culturally diverse manager.

6.2.2 Research question 2: *How does cultural diversity affect the workplace in 5-star establishments? What are the challenges and problems?*

The 5-star hotels, especially the Food and Beverage department to which this study relates, employ employees and their managers in various team-building team-building events that serve as a means of overcoming challenges and problems that have arisen in their department. According to all interviewed individuals, this is the best means of communication between them and all their employees. Moreover, they have many pieces of training in their hotels and at the same time organize various events so that employees from different cultures can get to know each other. All executives understand that cultural diversity can have its advantages and disadvantages if the best techniques are not used to minimize the challenges. As mentioned by Rosinski (2003, p. 69), intercultural challenges arise because people working in the Food and Beverage Department have cultural shortcomings, i.e., their views are different because they come from places that are not similar to each other.

All interviewed managers agree that there are many challenges related to cultural diversity that affect the workplace. These allegations are directly related to Sonnenschein (1997, p. 3), who argues that the organization must deal with cultural challenges because if they are not removed, they are likely to recur. Especially, the fact that all individuals have different ways of working based on their previous work positions and their way of communication. If these differences are not eliminated or at least not turned from disadvantages into advantages through good management methods Food and Beverage departments will not achieve the goals of the organization.

6.2.3 Research question 3: *How cultural diversity could improve the management workforce?*

Analyzing this question, one of the aims of this study was to understand how cultural diversity can improve the work environment that Food and Beverage Manager managers manage. Interviewing these four different leaders of 5-star hotels, it is obvious that improving employee productivity is not much different from each other. All hotels have team building as a tool for training their employees and when asked all respondents respondedresponseresponded responded and agreed that this method is one of the most promising when it comes to cultural development.

Of course, according to all of them, the cultural environment on the working capacity of employees has its drawbacks. Interviewees mentioned that one of the negative effects is the conflicts caused by their cultural differences. These allegations undoubtedly coincide with those of Martin G.C. (2014) who believes that the increasing trend of the workforce is to generate interpersonal conflicts caused by their cultural incompatibilities.

6.2.4 Conclusion

There is no doubt that at the beginning of their presence in an organization, employees will have difficulty with their colleagues and will have to put aside their cultural differences and try to work as a whole. It is for this reason that leaders must apply the acquired knowledge and skills during their years of experience and apply them through various methods to avoid future conflicts and challenges in the organization.

On the other hand, according to all managers, their employees eventually manage to cope with these differences and increase their productivity. These statements are in line with the one mentioned by Al-Jenaibi (2011, p. 71) who conducted a study on the impact and scope of cultural diversity in companies in the UAE (i.e., the United Arab Emirates). Claiming that most employees unanimously express their opinion that when they work with a group of people who have cultural differences, they manage to overcome this challenge through shared experience in teamwork.

CHAPTER 7 FUTURE RESEARCH

7.1 Introduction

This study only took into consideration the Food and Beverage Department in certain four 5-star hotels in Malta, but the same study can be conducted for other organizations in the hotel industry in different service categories (i.e, 4 stars or 3 stars). Also, it can be researched by other hotel departments such as the Rooms Division, Accounting, Marketing and so on to investigate whether cultural diversity plays an important role in managing a diverse workforce. This study can be implemented in other industries, especially those that have cultural diversity in their work environment.

7.2 Recommendations and conclusion

Malta has one of the highest population densities in the world. (Busuttil, 2022) Tourists come to this beautiful island to enjoy the history, cultures, traditions and historical richness it offers. With the globalization of the hotel industry, Malta is also seeing an increase in the flow of tourists every year, but on the other hand, foreign employees are also increasing in the Maltese hotel industry. If this influx continues and the cultural differences in the Food and Beverage Department in the 5-stestablishmentst's5-establishments increase, leaders must be convinced that they are applying the most effective methods to reduce the shortcomings and challenges of this cultural diversity.

Certain courses on cultural diversity must be included in the program of these 5-star hotels and possibly funded by the Maltese government. In this way, organizations will have an incentive to provide this training and invest in the qualities and skills of their employees. Reducing conflicts between different cultures in the workforce must also be emphasized by managers, as this is one of the biggest problems in cultural diversity.

A recommendation to Food and Beverage managers of 5-star hotels is to continue to develop their cultural skills and knowledge as this is the key to managing a culturally diverse workforce. As well regular team-building meetings of this department as this can only contribute favourably to employees and in turn, reduce intercultural conflicts and misunderstandings between them.

It is motivating and encouraging to see that most 5-star hotels in Malta are already successfully implementing various methods to reduce the challenges and problems in Food and Beverage operations and that they are taking action with this global phenomenon. Certainly, those future managers and employees who serve the advice of these individuals with many years of experience in the hotel industry will be able to develop their cultural knowledge and skills into something useful and effective for their organizations.

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APPENDIXES 1. INTERVIEW QUESTIONS WITH FOUR FOOD AND BEVERAGE MANAGERS FROM 4 VARIOUS 5-STAR ESTABLISHMENTS IN MALTA

1. Please share with us what cultural diversity means to you and why it is important?

2. Why should managers care about cultural diversity in their department? More precisely, in Food and Beverage.

3. How diverse is your workforce?

4. In your opinion how essential is multicultural knowledge for managing the workforce at your department?

5. How cultural diversity could improve the management workforce?

6. In your opinion what is the most challenging aspect of controlling a diverse environment?

7. What methods do you use to reduce these challenges?

8. How does cultural diversity impact Food and Beverage staff management?

9. What tangible goals does the organization have surrounding diversity, equity and inclusion? Who is responsible for making sure these goals are met?

10. How will you promote diversity, equality and inclusion among those coworkers who report to you?

11. How would you handle a situation where a member of the Food and Beverage department was being culturally insensitive, sexist, racist or homophobic?

12. How do you foster an open communicative environment for your employees?

13. What could be the effects of cultural diversity in the workplace within a 5-star establishment? Positive or negative?

14. Where do you think your Food and Beverage department needs to improve the most from the cultural diversity aspect?

15. What advice would you give to future managers in Food and Beverage department?

APPENDIXES 2. A QUESTIONNAIRE WITH FOOD AND BEVERAGE EMPLOYEES WITHIN 4 VARIOUS 5-STAR ESTABLISHMENTS

My name is Atanas Mitovski and I am a graduate student in International Hospitality Management at Malta, Institute of Tourism Studies. This questionnaire is an important part of my bachelor thesis since it will help me to conduct the necessary information. This questionnaire aims to gather data about employees (i.e., Food and Beverages) at 5-star establishments with different cultures from all countries around the world who are employed or have been recent. The collected data will be used to complete this project. Mark the options or write in your text. This survey is not mandatory it is voluntary and strictly anonymous.

1. Where are you from?

2. Gender?
    o Male
    o Female
    Prefer not to say

3. How old are you?
    o 18-28
    o 28-38
    o 38-48
    o More than 48

4. Please, indicate which ethnic / racial group you belong to?
    o African American / Black
    o American Indian / Alaskan Native
    o Asian / Pacific Islander
    o Middle Eastern
    o White Caucasian
    o Other
    o I don't want to disclose

5. Are you a citizen of Malta?

- o Yes
- o No

6. How long do you live in Malta?

- o Less than 1 year
- o 1-2 years
- o 2-5 years
- o More than 5 years
- o I do not live in Malta
- o I do not want to disclose

7. If you are currently employed or have been employed in Food and Beverage department, what is/was your position at the Food and Beverage department?

8. What does cultural diversity mean to you?

9. Do you think that Food and Beverage managers should care about cultural diversity in their department? Why?

10. In your opinion, how important is multicultural knowledge of Food and Beverage managers to control and manage the workforce? From 1-5, 1 is the lowest and 5 is the highest.

- o 1
- o 2
- o 3
- o 4
- o 5

11. Do you think that your F & B manager uses any kind of method to reduce the cultural challenges among its employees? If yes, do you have an idea what they are?

12. How diverse is your work environment? Please, specify what are the advantages and disadvantages of having such an atmosphere in the Food and Beverage department.

13. How could cultural diversity improve the management workforce that you are currently in?

APPENDIXES 3. SURVEY DATA FROM THE QUESTIONNAIRE

Question 1: Where are you from?

- o Malta (27.7%)
- o Bulgaria (10%)
- o Serbia (10%)
- o United Kingdom (6,7%)
- o Italy (6,7%)
- o Finland (6.7%)
- o Libya (3,3%)
- o Macedonia (3,3%)
- o Poland (3,3%)
- o Portugal (3,3%)
- o Romania (3,3%)
- o The Netherlands (3,3%)

Where are you from?

30 responses
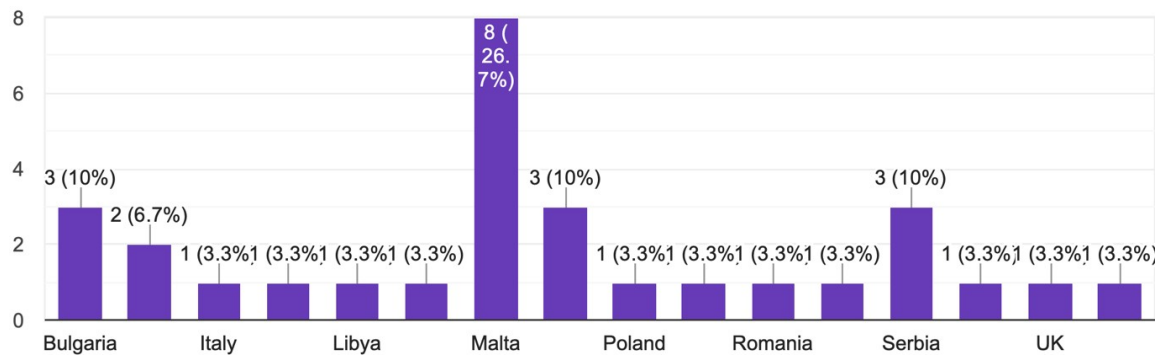
Figure. 2 Column chart 1

Question 2. What is your gender?

- ○ Female: (60%)
- ○ Male: (40%)

What is your gender?
30 responses

Legend:
- ● Male
- ● Female
- ● Prefer not to say

60%
40%
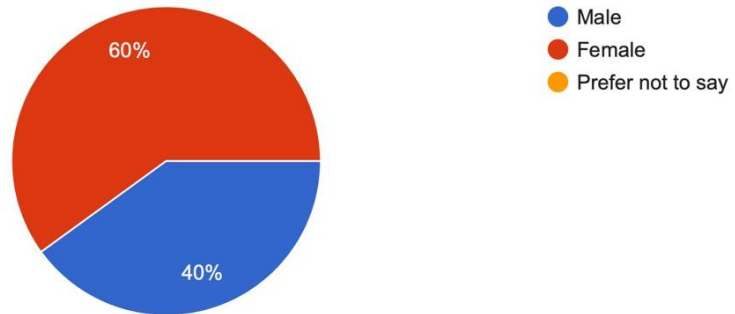
Figure 3. Pie chart 1

Question 3. How old are you?

- 18-28 (50%)
- 28-38 (33,3%)
- 38-48 (3,3%)
- more than 48 (13,3%)

How old are you?
30 responses
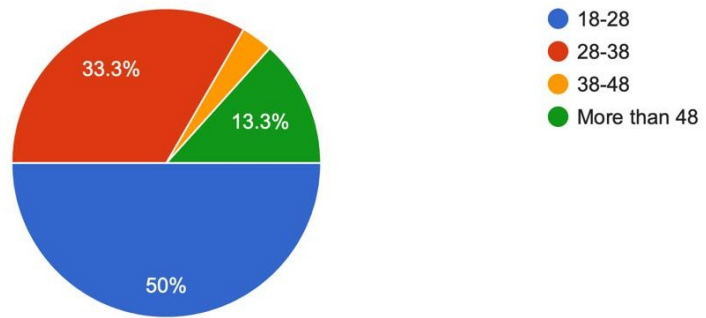
Figure 4. Pie chart 2

Question 4. Please, indicate which ethnic / racial group you belong to?

- African American / Black - (0%)
- American Indian / Alaskan Native - (0%)
- Asian / Pacific Islander - (0%)
- Middle Eastern - (10%)
- White Caucasian - (70%)
- Other - 4 responses (13.3%)
- I don't want to disclose - (2%)

Please, indicate which ethnic / racial group you belong to?
30 responses
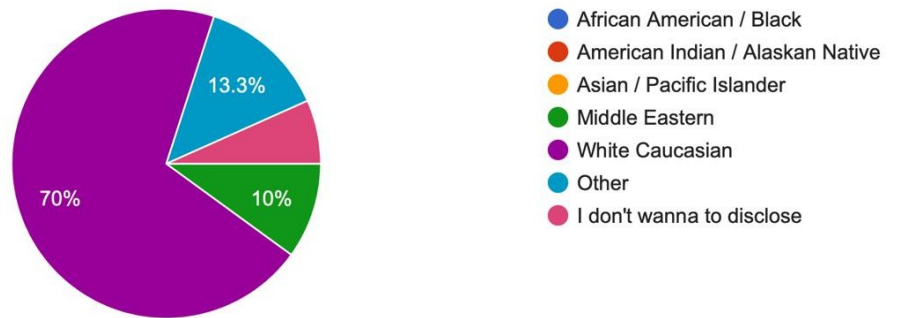
Figure 5. Pie chart 3

Question 5. Are you a citizen of Malta?

- o Yes - 16 responses (53,3%)
- o No - 14 responses (46,7%)

Are you citizen of Malta?
30 responses
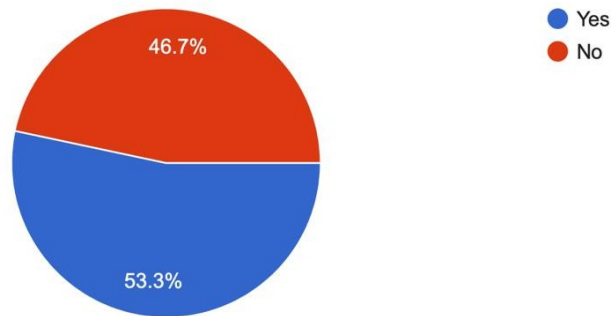
Figure 6. Pie chart 4

Question 6. How long do you live in Malta?

- Less than 1 year - 3 responses (10%)
- 1 - 2 years - 0 responses (0%)
- 2 - 5 years - 5 responses (16,7%)
- More than 5 years - 21 responses (70%)
- I do not live in Malta - 1 response (3,3%)
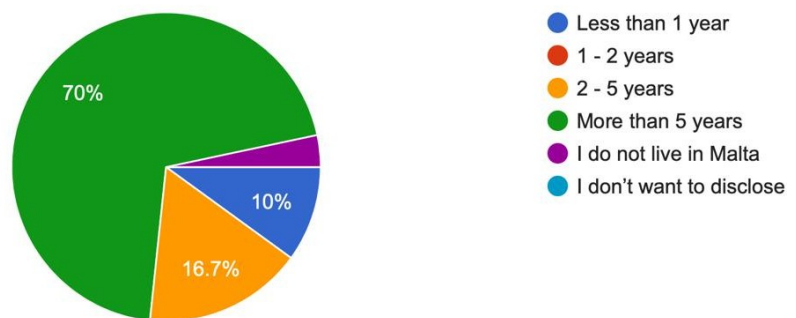- I don't want to disclose - 0 responses (0%)

How long do you live in Malta?
30 responses

Figure 7. Pie chart 5

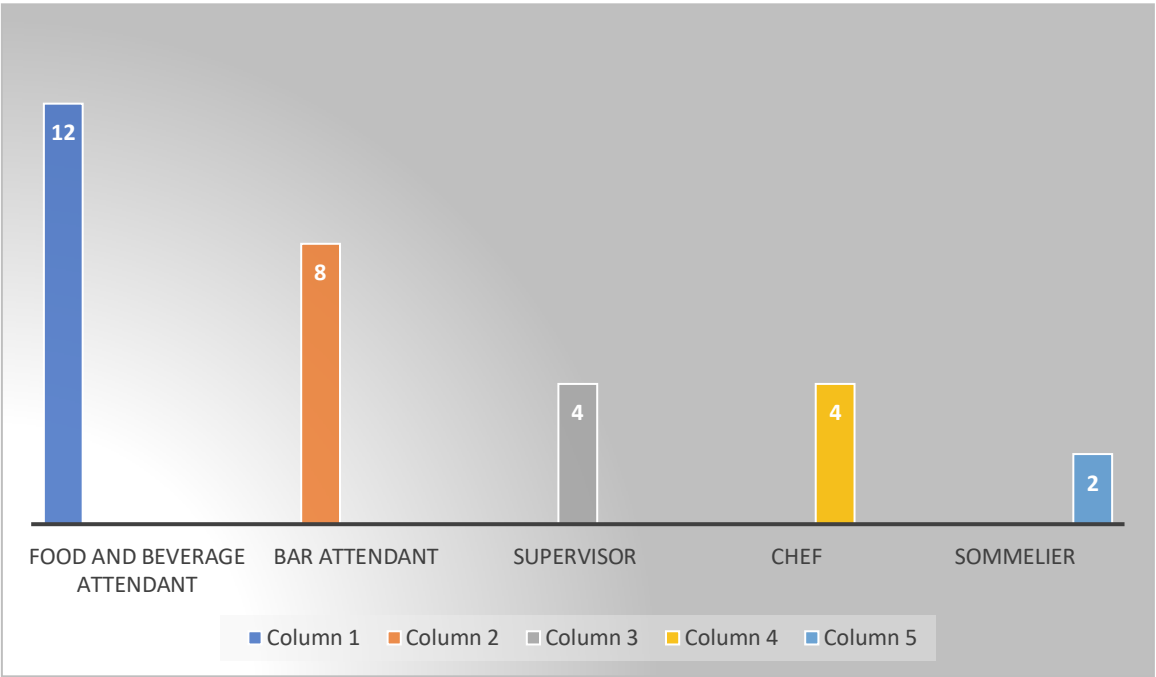**Question 7. What is your position in the Food and Beverage department?**

Figure 8. Column chart 2 presents occupied Food and Beverage positions.

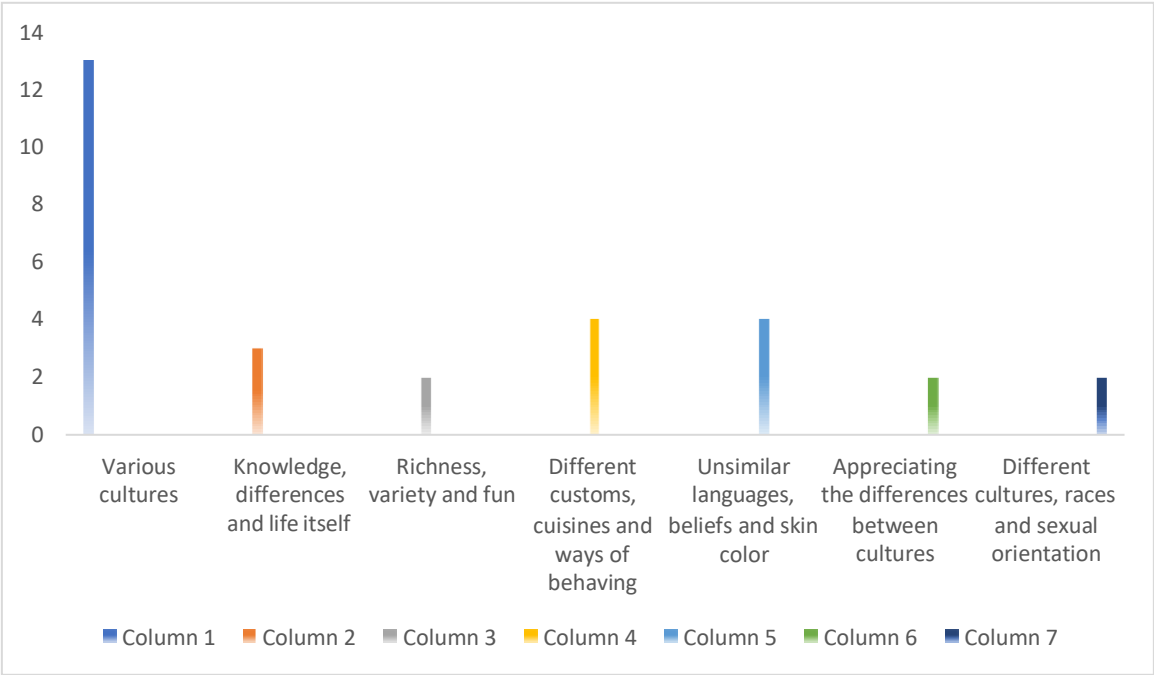**Question 8. What does cultural diversity mean to you?**

Figure 9. Column chart 3 presents the cultural diversity meanings of survey participants.

Question 9. Do you think that Food and Beverage managers should care about cultural diversity in their department? Why?
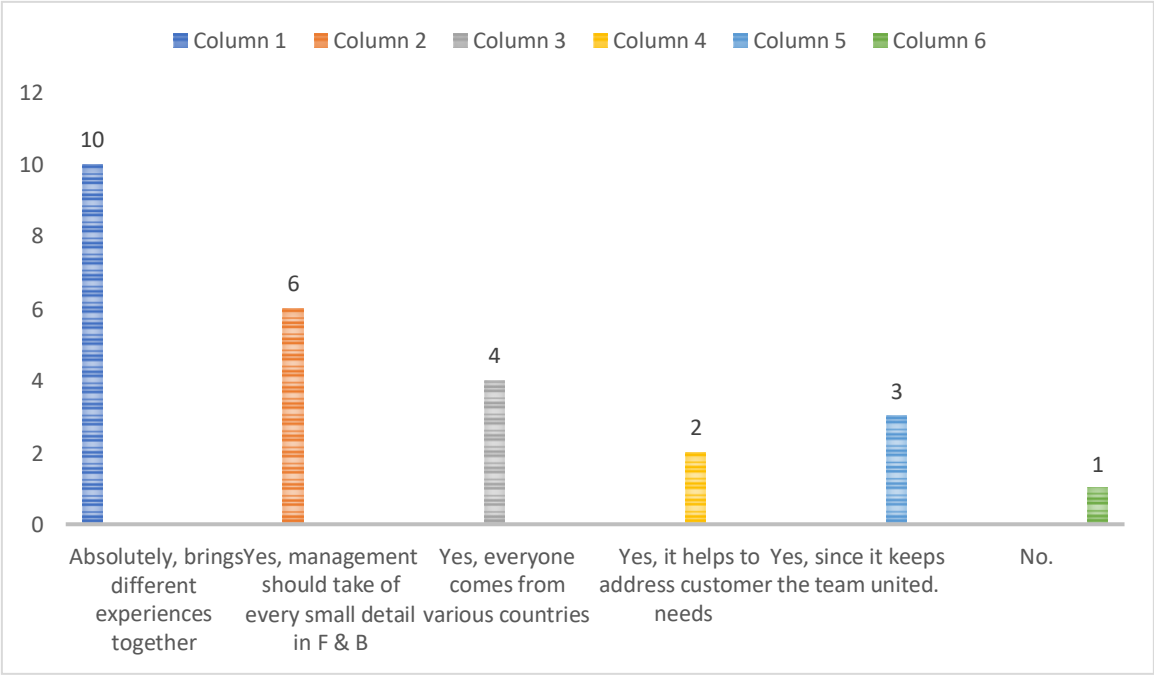

Figure 10. Column chart 4 shows answers to why Food and Beverage managers should care bout cultural diversity in F & B.

Question 10. In your opinion, how important is multicultural knowledge of Food and Beverage managers to control and manage the workforce? From 1-5, 1 is the lowest and 5 is the highest.

In your opinion, how important is multicultural knowledge of Food and Beverage managers to control and manage the workforce? From 1-5 , which 1 is the lowest and 5 is the highest.
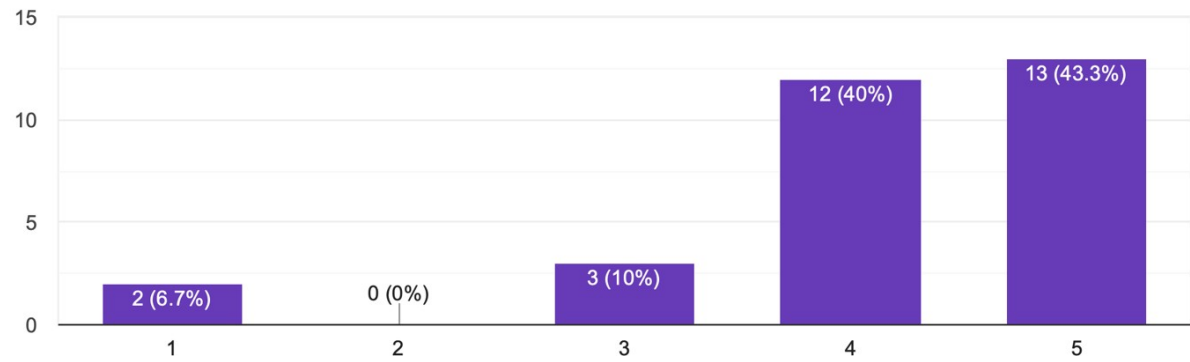
30 responses

Figure 11. Column chart 5 describes different participants' opinions on how important is multicultural knowledge of F & B managers to control and manage the workforce.

Question 11. Do you think that your F & B manager uses any kind of method to reduce the cultural challenges among its employees? If yes, do you have an idea what they are?
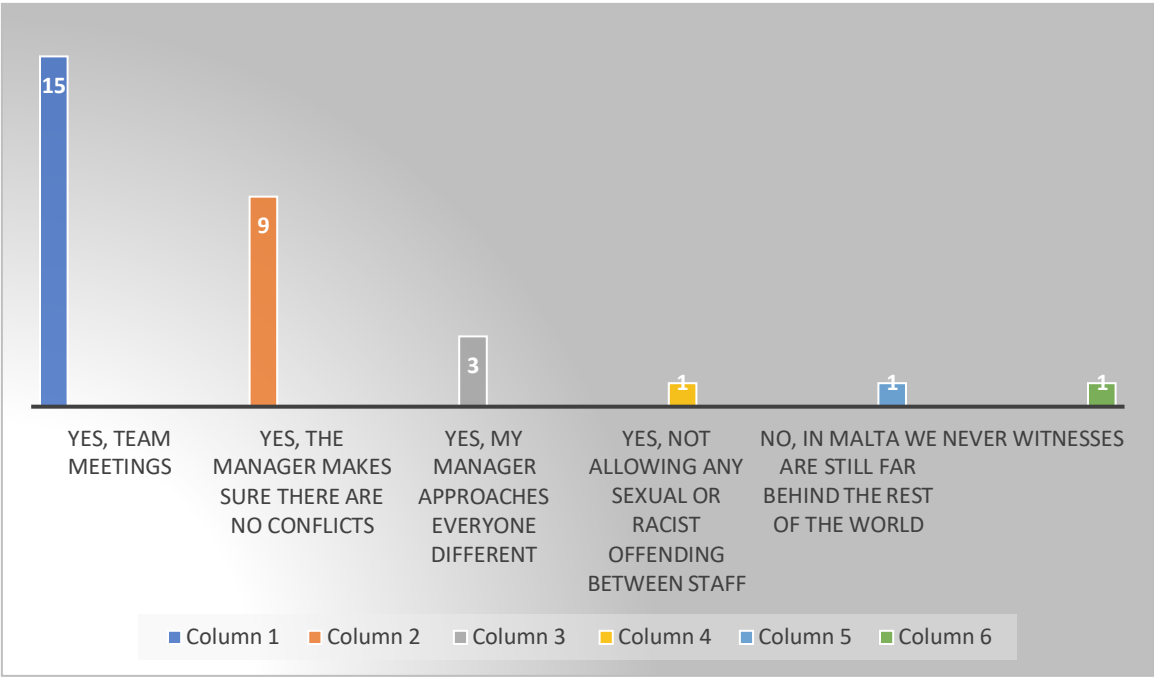

Figure 12. Column chart 6 presents survey responses of different F & B manager methods to reduce the cultural challenges among its employees.

Question 12. How diverse is your work environment? Please, specify what are the advantages and disadvantages of having such an atmosphere in the Food and Beverage department.
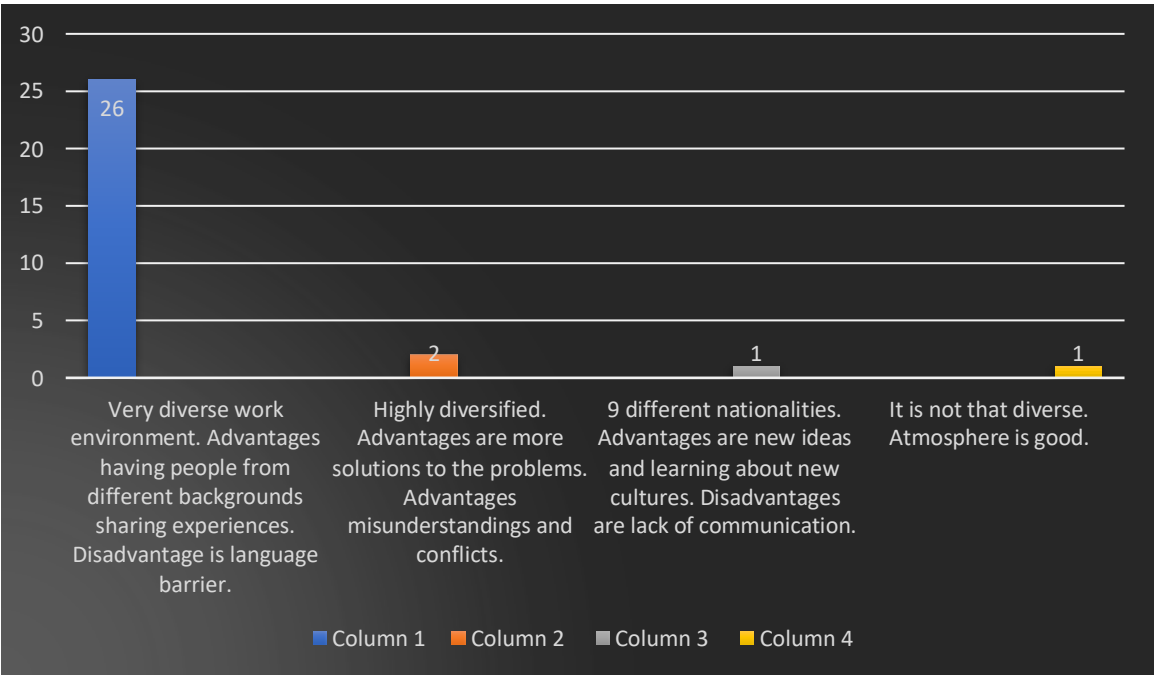

Figure 13. Column chart 7 answers how diverse is the work environment of the participants of this survey.

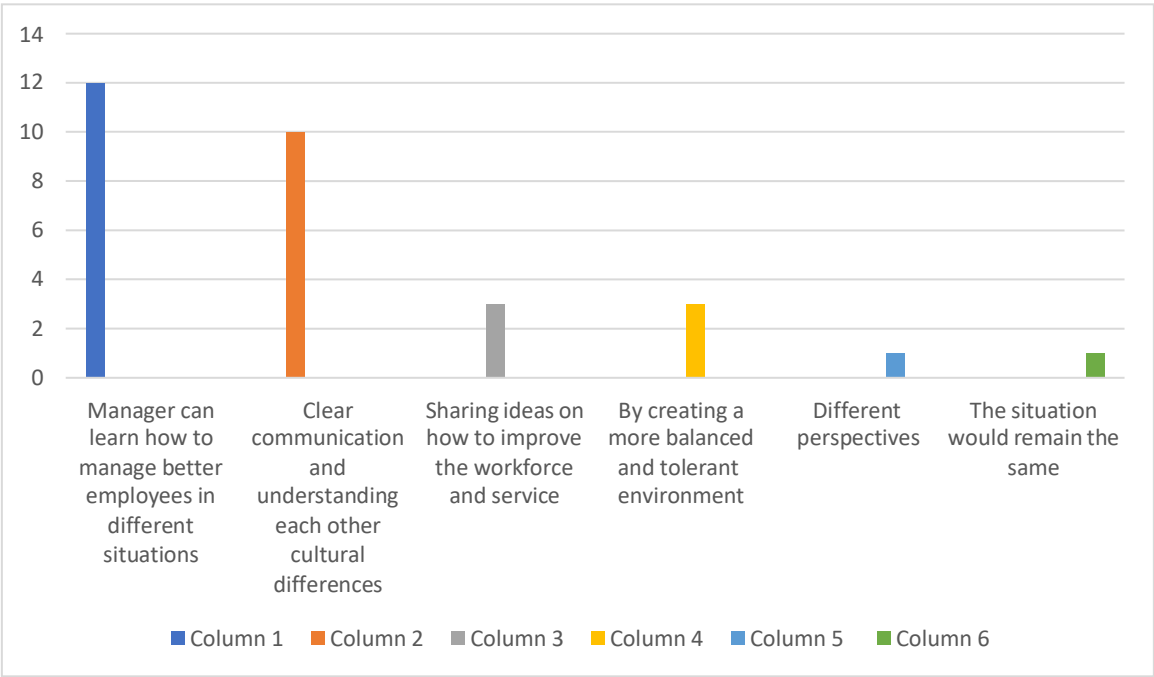**Question 13. How could cultural diversity improve the management workforce that you are currently in?**

Figure 14. Column chart 8 shows how could cultural diversity improve the management workforce that responders are currently in.

Demographic Variables	Frequence (n)	Percentage (%)
Age		
18-28	15	50 %
28-38	10	33,3 %
38-48	1	3,3 %
More than 48	4	13,3 %
Total	30	100%
Gender		
Male	18	60 %
Female	12	40 %
Total	30	100 %
Race		
African American / Black	0	0 %
American Indian / Alaskan native	0	0 %
Asian / Pacific Islander	0	0 %
Middle Eastern	3	10 %
White Caucasian	21	70 %
Other	4	13,3 %
I do not want to disclose	2	2 %
Total	30	100 %
Citizen of Malta		
Yes	16	53,3 %
No	14	46,7 %
Total	30	100 %
Duration of living in Malta		
Less than 1 year	3	10 %
1-2 years	0	0 %
2-5 years	5	16,7 %
More than 5 years	21	70 %
I do not live in Malta	1	3,3 %
I do not want to disclose	0	0 %
Total	30	100 %
Position at the F & B department		
F & B Attendant	12	40 %
Bar Attendant	8	26, 67 %
Supervisor	4	13,3 %
Chef	4	13,3 %
Sommelier	2	6, 7 %
Total	30	100 %

Table 3. Demographic Profiles of the survey respondents from 4 different Food and Beverage 5-star establishments.

APPENDIXES 4. INTERVIEW DATA FROM THE FOOD ANDBEVERAGE MANAGERS

Demographic Variables	Frequency (n)	Percentage (%)
Age		
Less than 30	0	0
30-45	3	75%
46-55	1	25%
56-65	0	0
More than 65	0	0
Total	4	100%
Gender		
Male	4	100%
Female	0	0
Total	4	100%
Education		
Less than higher school degree	0	0 / 0
High school degree	0	0
College and bachelor's degree	0	100%
Graduate degree	4	100%
Total	4	

Table 2. Demographic Profiles of the interview respondents