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Managers' Perceptions of the Impact of Employing Non-Maltese Workers in the Maltese Hospitality Industry: Consequences of the Internationalisation of the Workforce in Five-Star Hotels in Malta

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By

Nicolette Scerri

Student Number: *1901409/1*

Submitted to:

Dr. Carlos Grima

In partial fulfilment for the requirements of

The Degree of Master of Business Administration

DECLARATION

I, *Nicolette Scerri*, declare that this is an original piece of work, produced entirely by me, and that all source material has been appropriately referenced. In addition, I attest that no portion of the work referred to in this thesis has been submitted in support of any other course, degree, or qualification at this or any other university or institute of learning.

Abstract

Nicolette Scerri

Managers' Perceptions of the Impact of Employing Non-Maltese Workers in the Maltese Hospitality Industry: Consequences of the Internationalisation of the Workforce in Five-Star Hotels in Malta.

Purpose: The goal of this thesis is to present the managers' perceptions of the impact of employing non-Maltese workers in Malta's five-star hotels. The research also presents the managers' opinions of the opportunities and challenges of managing a diverse workforce. This study also aims to explore the employment experiences of non-Maltese workers while employed in these hotels.

Methodology: Three five-star hotels were subject to analysis. Qualitative research method was used to gather and analyse the data, by using the phenomenological approach. To provide an answer to the research question, the researcher conducted in-depth interviews with top management, which included the General Manager, Hotel Operations Manager and the Human Resources Manager; as well with the line managers which are, the Front Office Manager, the Housekeeping Manager and the Food and Beverage Manager of each hotel. The researcher also conducted an online questionnaire among the non-Maltese workers working in these hotels.

Findings: The results show that locals are not interested in working in the hotel industry anymore, and because of this labour shortage, non-Maltese workers are being employed instead. For management, managing a diverse workforce can be quite challenging. Recruiting a diverse workforce would undoubtedly increase in creativity, productivity and innovation. However, if not properly managed, it might potentially turn out to be a disaster. Issues such as language and communication barriers, failure to deliver a five-star service, attitude conflicts and differences in perceptions have been reported. On the other hand, non-Maltese workers are working in this industry to have the experience, and to better their English language. This might have an effect on the level of service delivered in the hotel sector.

Research Limitations: The research was performed during the Covid-19 pandemic, during that time the hotel departments were understaffed. Also several non-Maltese workers had linguistic barriers when filling out the questionnaire.

Practical Implications: To remove workplace barriers, training for non-Maltese employees is essential for the benefit of the organisation. The need for further research is required to determine how multicultural training contributes to the benefits of diversity for organisations. When correctly managed, diversity is anticipated to have a significant impact on achieving organisational goals and providing a competitive advantage.

Originality/Value: The conducted research contributes that more study and training for cultural diversity is required in the future for all workers. However, on the other hand, the Malta Hotel Industry should make an effort to improve the working conditions for non-Maltese workers and offer them long-term career development by making this sector more attractive, by providing training and job opportunities, and a better evaluation of their curriculum vitae to establish fair recruitment procedures.

Keywords: Maltese Hotel Industry, Managers' Perceptions, Local Workers, Non-Maltese Workers, Experience, Opportunities, Challenges, Language Barriers, Diverse Workforce.

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To conclude, I know that I could not have finished this thesis without the care and support of my friends and family. A special thanks goes to my husband, Matthew Scerri, for the endless amount of support, love and encouragement in completing my academic journey. Thanks must also go to my mother, Rita Camilleri, for the support she has given me throughout my life. Finally, thanks go to my friends Jessica Grech and Nadine Camilleri, for patiently dealing with my dissertation frustration, and contributing to my mental wellbeing during this process; I am grateful to them both.

Dedication

To my children Roman and Salvatore Scerri

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Chapter One: Introduction

1.1 Introduction

This introduction section gives an overview of the research context in order to establish the scene for the subsequent chapters of this research. This introduction highlights the significance of this research, relevance to practice, and other issues. Furthermore, this part also defines the concepts and research questions, as well as the study's aim. Finally, this section ends by outlining the research structure, to provide a clear picture of how the study will be conducted.

1.2 Research Context

A few years ago, Malta witnessed a rising number in both the population of immigrants and the diversity of their origins. As a result, Malta is gradually transforming into a multicultural society. However, characteristics of diverse cultures and managing diversity have not yet seeped through all societal strata, and managers may be unaware of the need in managing diversity (Suban and Zammit, 2019).

People frequently discuss workforce diversity, including age, religion, gender and other factors. However, issues related to cultural diversity, particularly those brought on by labour migration, have not received enough attention (Baum, Devine and Hearns, 2007). Managing cultural diversity is getting increasingly difficult, especially for managers, because more migrants are entering the hotel sector (Holaday, 2007).

The researcher felt the need to undertake a study on the impact of employing non-Maltese workers in the Maltese five-star hotel industry. Questions arise as to whether this serves as a negative or a positive factor on the Maltese hotel industry. Concerns also arise on how they should manage a varied workforce, and to know the implications and consequences of employing such personnel.

1.3 Research Aims

The study's aim is to analyse the managers' perceptions of the impact when employing non-Maltese workers in the five-star hotel industry in Malta. The research study also aims to investigate the challenges and benefits that may arise when managing workforce diversity.

The research will take place in three five-star hotels in Malta. The researcher will adopt a qualitative approach from the perception of different groups of employees at a managerial level, to gain further insights on the employment of non-locals in the Maltese hotel industry. The first group of employees of each hotel will be made up of:-

- a General Manager,
- a Hotel Operations Manager,
- a Human Resources Manager; and
- one front line manager from
    - Housekeeping,
    - Food and Beverage; and
    - Front Office Department.

Utilising an open-ended interview approach, the first group of employees will be asked about their background, knowledge and professional experience, by identifying any implications when employing non-Maltese workers and their sensitivity towards certain issues directly associated with this subject. The interviews will also be used to contrast and compare the contributions of non-Maltese workers and local workers. Secondly, the research will also investigate non-Maltese worker experiences; their knowledge will help the researcher to address the research question better. The main focus is to examine their employment experiences when employed in these hotels, rather than their daily lives; the researcher for example would like to know more about their occupation in their country and in Malta, their level of education, their views of what makes a good quality job, and any career development and opportunities or training provided when working in the Maltese Hotel industry.

1.4 The Subject under Study

One of the main drivers and changes most visible in the Maltese labour market was the substantial growth of non-Maltese employees in Malta (The National Employment Policy, 2021). Since 2013, the number of international workers in Malta has increased dramatically (Debono, 2021). In fact, by 2019, Malta's immigration rate was higher than the other

countries in the European Union (Eurostat, 2021). The rising yearly increased rate of foreigners were mostly European residents (Grech, 2017). However, to meet the growing need for human resources, more immigrants from outside the European Union, also known as Third Country Nationals, began to show their interest in coming to work in Malta as well (Debono, 2021).

Figure 1 illustrates that the number of European workers in Malta between 2010 and 2020 began to decrease, while the number of Third Country Nationals started to increase (Jobs Plus, 2021).

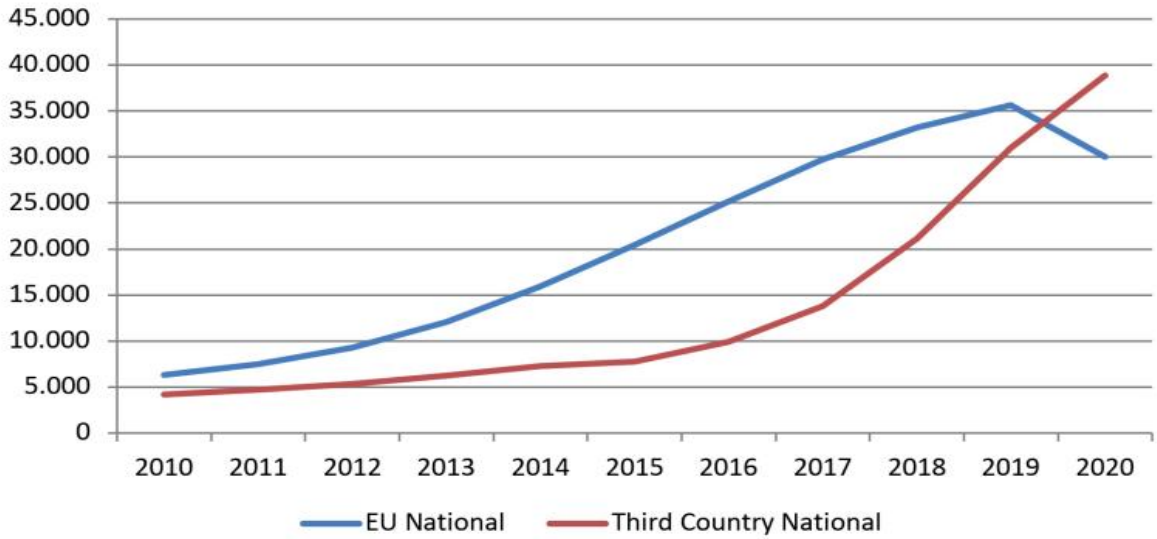

Figure 1: - Trend of employed EU migrants and TCNs in Malta (Dec 2010-20), Source, Jobs plus 2021

A total of 10,687 foreign nationals, or around 6% of those employed, were migrants in 2010 (Jobs Plus, 2021). However, by the end of the year 2020, 70,402 foreigners were employed legally, accounting for 27% of the workforce, in Malta (Jobs Plus, 2021).

During this reference period, the accommodation and restaurant industry increased at an annual rate of 8.1 % on average, and by 2019 it for accounted 4.9% of the entire economy (National Statistics Office, 2021).

Figure 2: Accommodation and food services GVA, Source NSO, 2021

As a result, to meet this demand, registered employment within the accommodation and restaurant industry increased substantially by more than 5,200 workers (The National Employment Policy, 2021). The majority of the jobs in this industry were however taken by European and Non-European nationals, as the number of Maltese employed within this industry decreased by around 2,500 employees, between 2010 and 2019 (The National Employment Policy 2021). As shown in Figure 3, non-Maltese nationals filled up positions and compensated where there was a retrenchment of Maltese employees in four sectors which are: manufacturing, building, accommodation, and food and services (Jobs Plus, 2021).

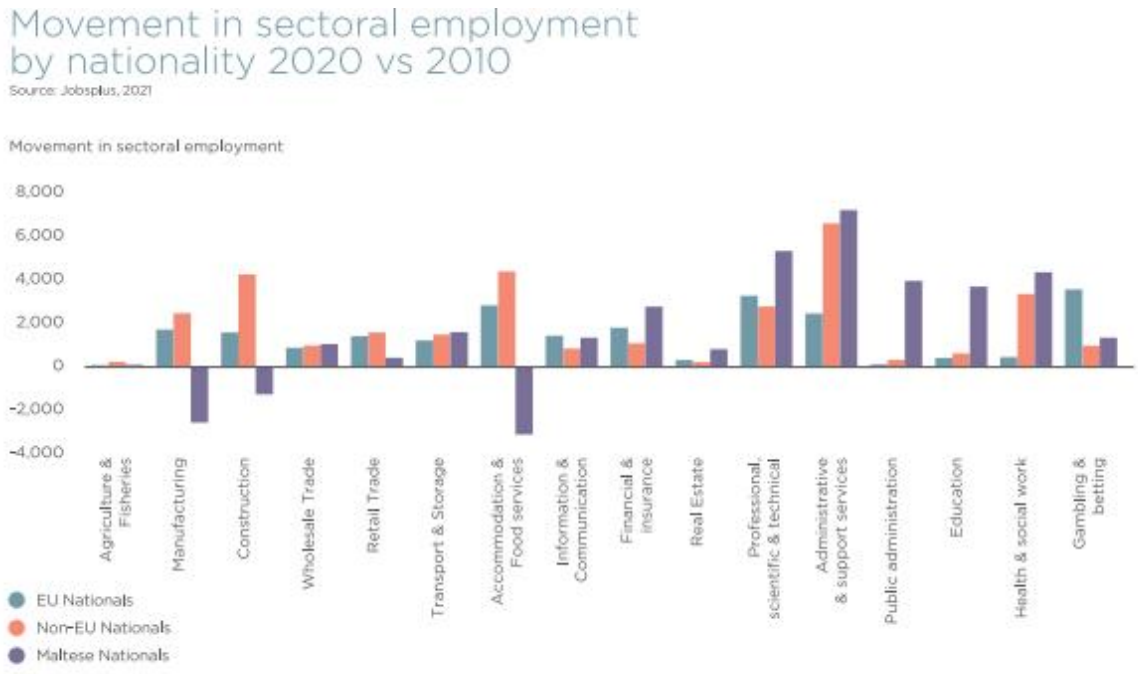

Figure 3: Movement in sectoral employment by nationality 2020 vs 2010, Source Jobs Plus 2021

As a result, Figure 4 shows that only 53% of the industry's workforce is Maltese, while the remaining 47% is made up of European and non-European nationals (Jobs Plus, 2021). Non-Maltese employees increased by 35.30% from 2010 till 2020 (Figure 5), working in the accommodation and food services.

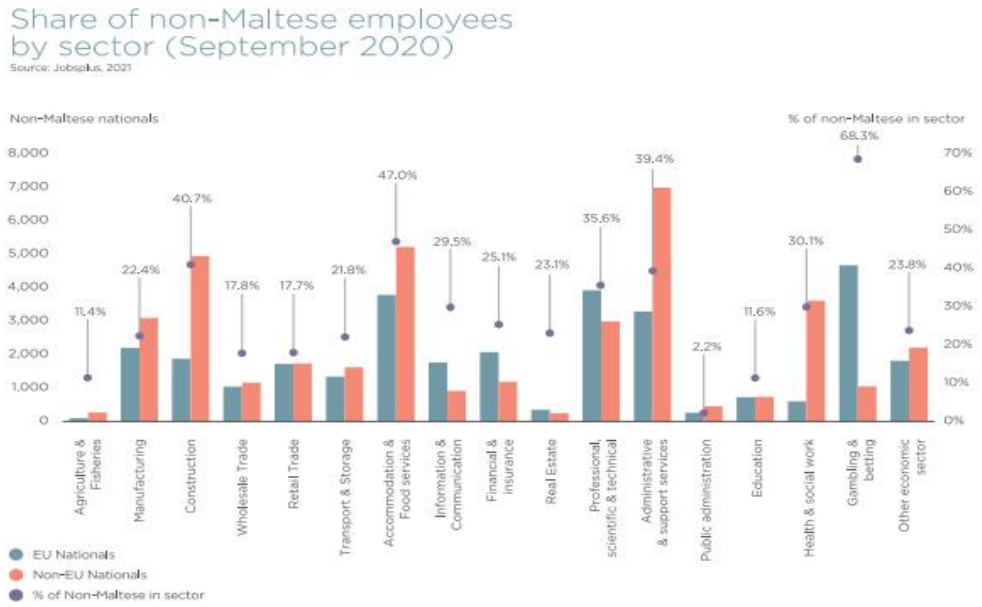

Figure 4: Share of non- Maltese employees by sector (September 2020), Source Jobs Plus 2021

Share of non-Maltese employees by sector 2010 vs. 2020

Source: Jobsplus, 2021

	2010	Sep 2020
Agriculture & fisheries	1.9%	11.4%
Manufacturing	5.0%	22.4%
Construction	7.9%	40.7%
Wholesale trade	3.5%	17.8%
Retail trade	2.8%	17.7%
Transport & storage	2.6%	21.8%
Accommodation & food services	11.7%	47.0%
Information & communication	7.2%	29.5%
Financial & insurance	4.8%	25.1%
Real estate	4.4%	23.1%
Professional, scientific and technical	10.5%	35.6%
Administrative & support services	12.3%	39.4%
Public administration	1.0%	2.2%
Education	5.3%	11.6%
Health & social work	6.8%	30.1%
Gambling & betting	47.1%	68.3%

Figure 5: Share of non- Maltese employees by sector 2010 vs. 2020, Source Jobs Plus, 2021

In 2013, the newly elected Labour government launched a new plan to encourage inward migration (Debono, 2021). The influx of international employees has been crucial to addressing the labour shortages (Borg, 2019), particularly in the construction and tourism industries where Maltese workers were less willing to work (Grech, 2017).

Foreign employees are diverse, in regards their professional profiles and their work circumstances. Frequently foreigners occupy positions that are unattractive to Maltese workers such as at the lower end of the workforce, or at the top end, where there are not enough skilled workers (Grech, 2016). A similar point is also raised by Attard, Cassar and Gauci (2013), arguing that this distinction is frequently reflected in the migrants nationality, because there is occasionally a perception that they are capable to specific occupations.

According to Debono (2009), many employers and companies have traditionally shared negative attitudes against migrants. According to Suban and Zammit (2019), in the past, employers did not hire migrants, especially in occupations involving client interaction, in order to avoid negative publicity for their company. Due to a lack of diversity management expertise and training, employers may have adopted policies and procedures that make it more difficult for employees from varied nations to integrate into the labour force (Suban and Zammit, 2019).

According to Attard, Cassar and Gauci (2017), migrants are sometimes discriminated, not only because of their race, but also on other factors such as religion and age. As stated by Debono (2021), linguistic barriers, are frequently cited by managers as a primary barrier

when employing international employees, particularly those with low skills. Employers may be hesitant to hire migrants because of insufficient communication skills (Cauchi, 2017). Underemployment among international employees is also significantly influenced by institutional barriers in getting their foreign qualifications recognised (Attard, Cassar and Gauci, 2013). Employers are sometimes hesitant to invest in migrant training, because they believe that foreign employees will only stay in Malta for short period of time. Despite their talents and expertise, many migrants find it hard to advance in their careers (Attard, Cassar and Gauci, 2013).

However, on the other hand, employers were urged to adopt a more open-minded attitude toward migrant labour (Suban and Zammit, 2019). The Malta Employer's Association has also been a driving force to push onward the idea that foreigners must be viewed as an opportunity rather than a social issue, to help address labour shortages (Debono, 2009).

On the Maltese islands, few studies have been conducted on the influx of non-Maltese workers who have migrated to Malta to acquire employment within the Maltese hotel industry. As indicated by Hodak, Kesar and Matecic (2019) countries that are developed have consistently attracted people who move in to enhance their monetary position, and to discover better working conditions.

Managers are realising that attracting domestic workers is challenging, and they are having difficulty to fill in vacant positions, so now they are dependent on migrant labour (Janta et al., 2011). Many managers are worried that many of these workers in the hotel industry lack the skills, resulting in a gap between what the tourism sector needs and what the workforce offers (Janta et al., 2011).

Research on managers' perceptions of immigrant labour has received relatively little attention so far. Managers have a crucial role in the integration and hiring of non-locals (Rodriguez, 2004). According to Tharmaseelan, Incson and Carr (2010), after migration, the majority of migrants see their career outcomes decline. The advancement of migrants' careers may be influenced by a number of decision-makers that are engaged in the recruitment and promotion process. Sometimes managers evaluate these candidates based on their nationality, race, culture or appearance, rather than on their talents and qualities that differ them from one another (Murray and Ali, 2017). Furthermore, sometimes there are occasions were managers are unfamiliar with the migrant's prior work experience, education background and culture differences and therefore they are susceptible to decision errors (Foma, 2013).

For this reason, organisations operating in this sector must attempt to teach their managers' to understand and accept individuals from other countries and with diverse backgrounds. The tourism industry's growing variety of both visitors and employees has made it essential for managers in this field to possess the necessary abilities to handle diversity (Feighery, 2012).

This study focuses on analysing cultural diversity in the hotel industry by discussing the strengths, weaknesses, opportunities and threats and proving practical recommendations at the end that might help managers in dealing successfully with a diverse workforce. While some individuals feel that a diverse workforce may strengthen an organisation, others think that it can be a cause of weakness as well (Shaban, 2016). Hiring employees from various backgrounds and experiences in the tourism and hotel industry, may cause positive or negative impact on organisational performance and productivity, so this research tries to identify the benefits and challenges that they may encounter. Top management, who oversee the whole workforce, and line managers who directly supervise multicultural background workers, must recognise the need of how to manage cultural diversity and create effective initiatives to assist the organisation rise to this challenge. A big problem with diversity is the fact that many people, including management, have the wrong background about what diversity is (Banhegyi et al., 2009). Having the right skills to manage workplace diversity will not only facilitate clear understanding of other cultures and nationalities, but also it will improve the way that effective communication and observation are delivered (Merchant, 2017).

1.5 Purpose of the Study

The aim of this research is to investigate the, "Managers' perceptions of the impact of employing non-Maltese workers in the Maltese hospitality industry. Consequences of the internalisation of the workforce in Five-Star Hotels in Malta''. This main question also creates a number of interesting sub-questions of interest, such as;

- Managers' perception when employing non-Maltese workers;
- The role of non-Maltese workers within the Maltese hotel industry;
- To explore the opportunities and benefits when managing workforce diversity;
- Discuss any challenges that come up when having a diverse workforce;
- The work experiences of non-Maltese workers working in this industry.

1.6 Research Structure

In the first chapter of this research, this study, has offered an outline of the subject under investigation and how it has been developed. In the second chapter, there will be a review of the relevant literature related to the subject. The employment challenges and opportunities that the hotel industry is facing, the managers' perceptions on local and non-local employees working in the hotel industry, the benefits and challenges of managing a workforce diversity, a swot analysis to discuss the strengths, weaknesses, opportunities and threats of when managing the diversified team and the role of fair treatment at work and employee motivation for migrant workers will be discussed in the literature review. At the end of the second chapter, the current situation will be mentioned, of how Covid-19 has affected non-Maltese workers in the hotel industry. The third chapter, the Methodology, outlines the methods used in this research's data collecting and analysis. The fourth chapter, the Research Findings, describes the results that were obtained through this study in detail and analyse them. The subsequent chapter, the Discussion, explains how the results connect to the study's goals and how important they are, as well as how they link to related research. The last chapter concludes the research, and offers recommendations.

Chapter Two: Literature Review

2.1 Introduction

This chapter offers a critical overview of important empirical research and academic literature related to the study's issue. One of the major goals of this research is to learn about the managers' perceptions and the impact of employing non-Maltese workers, as well as the disadvantages and benefits of having a varied workforce in the Maltese five-star hotel industry.

2.2 The Employment Challenges and Opportunities that the Hotel Industry is facing

The hotel business is very intensive in both work and capital. To meet the guests' needs the hotel must employ numerous individuals.

The Hotel offers opportunities for those workers who do not have schooling or do not have specific skills or training for certain employment roles. Sometimes the hotel industry is the first job for many individuals just beginning their transition into the world of work. Since the hotel industry is growing rapidly, it is confronting a crucial question about whether there is an approach to accomplishing balance between demand and supply in the labour force (Go, Monachello, and Baum, 1996). As this demand grows businesses, owners and managers will have a difficult time finding enough local workers. This is because there are many constraints in the hotel industry such as lengthy working hours, poor pay, insecure business and low employment status. Krakover (2000), Hjalager and Anderson (2001) all agree that the hotel sector is not popular as an occupation choice, and is hard to attract and maintain employees; because of this the sector will often suffer from a labour shortage. Busquets (2010), Baum (2007), Joppe (2011) and Lucas and Mansfield (2008) also highlight that the working conditions required are unsocial and irregular with fewer benefits and limited opportunities. As a result, migrant labour is increasingly being used to fill these roles. Employers prefer non-locals, students, and young individuals because they are more willing to work long hours, accept any job, and accept lesser pay.

Research has shown that employing foreign workers will meet labour market shortages while maintaining cost minimisation (Mackenzie and Forde, 2009). Also, Lucas and Mansfield (2008) reported that non-locals often work for pay that is lower and this would not be acceptable by the local employees. According to Dench et al. (2006), some managers see non-local workers as more hard-working than local workers and that they might bring useful

knowledge and skills to the company. Some employers believe that their businesses might suffer or would not survive without foreign workers, because domestic workers are unwilling to take these positions because of the nature of the work is unfavourable to them.

Due to a substantial workforce shortages in both advanced and emerging nations, migrant labour is becoming more and more important. Many developed and less developed countries, especially those countries with both skills and age-profile shortage, should consider migration, because migration in the future will offer solutions to labour market problems. Therefore in the hotel sector, migrants are an important supply of skills and labour globally.

From the beginning, the hotel sector has had a long history of embracing cultural diversity, especially when it comes to the employment of migrants (Baum et al., 2007). The workplace becomes more culturally diverse as more migrant employees are hired to fill in labour shortages (Devine et al., 2007a).According to Lyon and Sulcova (2009), workplace diversity is viewed as having a favourable overall impact on the company by emphasising that international workers may be a valuable asset if handled properly. Attracting a diversified staff will provide the firm with added value, because each employee may offer unique, creative, original ideas and solutions, and the team's problem-solving abilities will also improve (Desiderio and Hormiga, 2016).

As hotels reach to expand their consumer base, they will require staff members that are knowledgeable about specific guest preferences and requests, therefore, it is critical to have a diversified workforce in the Maltese hotel industry; this would assist the industry in enhancing productivity and providing better outcomes.

2.3 Managers' Perceptions on Local and Non-local Employees in the Hotel Industry

Riley, Ladkin, and Szivas (2002), highlight that often owners and managers in the hotel sector find it hard to attract and keep individuals in some jobs. Constant recruitment and training can be costly and in the longer term, this can hinder the development of the organisations. Choi, Woods, and Murrmann (2000), state that foreign workers are playing an important part in today's hotel labour market, however it is not clear whether it serves as an advantage or disadvantage factor.

Lyon and Sulcova (2009), in their research they discovered that local workers do not have the passion, do not want to work the hours and comment how difficult the work is, whereas migrants on the other hand are hard workers. Noja and Cristea (2018), research also shows

that migrants are competent, reliable, work hard, respectful and highly dedicated. Additionally, D' Netto et al. (2013) state that international workers get their own unique and personal experiences, abilities, and talents to the workplace, and this will foster innovation and creativity. However, the author is aware that this could be a generalisation based on research done.

Migrants are also thought to be highly educated and also working in high specialised fields back home (Devine at al., 2007a). This was a study which focused on the perspectives of migrant workers employed in a various hotels around Northern Ireland's urban and rural areas. According to Baum et al. (2007), following research done in Northern Ireland, Lake District and Scottish hospitality only a few people had specialized training in the hotel sector. The research focused on the experiences of foreign workers who worked in various hotels in these three places. From this research it was discovered that those workers having varied academic backgrounds, on the other hand, could utilise their transferrable abilities in this sector (Baum et al., 2007).

One of the primary challenges is the gap between the levels of education and the job requirements. Baum, Hearns and Devine (2007a) found that, that international employees have a higher academic level, compared to the responsibilities of the job. Employers in the hotel industry are wary that, such a gap between the qualifications they have, and the duties they perform, might result in having international workers that are unsatisfied with their positions (Lyon and Sulcova, 2009). As a result of this, individuals will find it more difficult to find jobs that are more suited to their diverse skill sets. As they go through low-skilled and frequently temporary positions, they become dissatisfied and seek to discover new methods to advance into better paying positions (Hopkins and Dawson, 2016). Sometimes, the educational level of international workers is usually high to the demands of the job, since they work in low-skilled jobs such as the housekeeping department. The skills and talents of many foreign employees may be under-used in the hotel labour market, by this time they might become unsatisfied and demotivated and will seek alternative work (Lyon and Sulcova, 2009). Employers made the assumption that migrants are only capable to work in specific occupations. Foreign employees, also have low English language ability, and this might be the main barrier to fully exploiting their education and skills, thus they work in lower position jobs.

Dench et al. (2006) state that migrant employees see the hotel industry as only a stepping stone on the way to somewhere else, when they achieve their goals, they plan to change careers, so they may apply their qualifications as well the knowledge and skills they gained while working in the hotel industry.

These employees work in different positions in the hotel industry, available studies indicate that almost all of migrant employees generally work at the lowest levels in low-paying occupations (Lucas and Mansfield, 2008). Wages and employment possibilities, in the host nation, are seemed to be better and higher than those in the worker's native country (Tokarzewska, 2006; Casciani, 2006). As a result, migrant workers are willing to put up with substandard working conditions and low pay in order to enhance their skills to find better job opportunities (Roberts, 2006; Williams, 2009). Casciani (2006) in his study explains such situations by giving the example of David, who, in Poland, was an educator earning the equivalent of £200 a month, but in London the job as a flyer attendant nets him £600 a month. According to Roberts (2006), even though they might earn minimum wage in the hotel sector, they still remain working in this industry with these conditions.

The following factors contribute to migrant workers' decision to relocate. First, there is the lack of employment opportunities in their nation; this has been high lightened as a major motivator for migrants to find work elsewhere (Zopiatis, Constanti and Theocharous 2014). When seeking a job in the hotel sector, Janta et al. (2011) discovered migrants' personal goals, such as using and studying another language, gaining experience and benefiting from whatever this sector may provide. These goals proved to be crucial for them. Connell and Burgees (2009), state that language proficiency is a drawback in the hiring process, preventing migrants from fully utilising their skills, and talents, resulting them to perform low skilled jobs with little guest contact. As a result, migrant employees view language development as one of the most important forms of training, not only for completing daily tasks in the hotel, but also to improve their chances of getting a job somewhere else (Baum et al., 2007).

After considering migrant employees' abilities and characteristics, additionally one should evaluate other challenges that hinder the migrants' future advancement in this sector. Certain problems are assessed both from the managers' and the worker's point of view. As Devine et al. (2007a) state, migrants tend to remain in the industry for only a limited time, which means that employers, who are the ones that have pointed this out in the first place, need to find

replacements very quickly. It is because of this that migrants, rather than being seen as a long investment, are seen as a short fix for recruiting problems. According to managers, they also claim that in this industry only a few of the foreign employees stay employed within the hotel industry because frequently they either switch employment, or go back home this will result the hotel having significant employee turnover (Devine et al., 2007a).

Language barrier is another concern (Lyon and Sulcova 2009). This impact may have an effect on both guest service and personal training. Migrant staff have reportedly struggled to complete their training on schedule due to difficulties comprehending the English language. Managers, on the other hand, argue that training does not have to be difficult process because migrant workers are motivated to complete any task they are assigned. According to Lyon and Sulcova (2009), terminology gaps in the industry related to language among migrant employees may have a major impact on guest service. Customers frequently express their dissatisfaction with these gaps. The researchers do, however, provide numerous examples of strong English-based customer feedback, emphasising that not all foreign workers have the same language barrier (Lyon and Sulcova, 2009).

Customers served by native staff are more likely to return to the hotel, according to Weber, Hsu, and Sparks (2014).Employees from other cultures who are unable to adjust to the host culture may deliver services that are of a lesser quality. Therefore hotel managers take the acculturation strategies of the candidates into account when evaluating if the person is fit to the working environment. Migrants at a factory, for example, may have very limited contact with consumers, however, in the hotel, workplace culture and guest contact are important aspects (Yesiltas and Gurlek, 2019). According to Eggerth and Flynn, (2012), when dealing with the hotel industry, the fit factor is essential. In this sector, the recruiting process for migrant employees differs from that of other industries, and thus some methods might not be applicable to the same extent everywhere else. Adapting to the host culture in the hotel industry is very important; because of the guest aspect, greater attention has to be paid to cultural concerns when recruiting workers (Choi, Kim, and McGinley, 2017).When personnel from various cultures engage with customers, inappropriate behaviour or misunderstandings can degrade service quality. As a result, hoteliers are looking at the impact of acculturation techniques, on assessing a person's fit within their environment when making employment selections. According to Berry (2005), acculturation happens when people from diverse cultures interact. Berry (1997), claims that acculturation encompasses

two primary approaches: conserving one's native culture while becoming a part of and accepting the local culture.

Van Oudenhoven and Hofstra (2006) state that, most of the time locals in the receiving community expect foreigners to adopt to the local culture; in other words, they want migrants to renounce their cultural and linguistic characteristics and uphold the host community's basic values. According to Kosic, Mannetti, and Sam (2005), migrants are more prone to supporting the preservation of their original cultures, more than the members of the local community. In fact, locals are more likely to assist immigrants' with feeling included in their culture. Tip et al. (2012) argued that migrants who wish to keep his or her original culture are viewed as a danger by the locals. This indicates that in the recruiting processes, the acculturation strategies used with candidates may have an impact on employer's decisions. For the organisations with candidates from various cultures, cultural considerations have a considerable impact on hiring decisions and assessments. In the recruitment of diverse cultures, the degree of fit between an individual's culture and that of the organisation is highly significant (Bye et al., 2014).

From the employee's perspective, several issues have also been highlighted. These factors might possibly be the reason why some of these talents and skills are being lost. Hotel employers believe that migrant employees are here for the short term and there is no need to include them in training programmes (Devine et al., 2007a).The Operation departments are recognised to have little options for migrant workers to further their careers. Migrant employees often complain about a lack of introduction training that is not offered to them some also complain that no training was organised on their arrival, instead, they had to learn from other employees, like on on-the-job training, or from their own experience (Devine et al., 2007).

According to Devine et al. (2007a), despite their high education, migrant employees are thought to be merely capable of working in unskilled jobs. This is the consequence why migrants in the workforce are underutilised (Zopiatis et al., 2014).

It has also been demonstrated that this perception affects migrant employees training and professional growth. Managers are unwilling to modify the training function to accommodate staff from other countries (Devine et al., 2007a). Only, a small number of employers provide short or part-time training courses. Training is often thought to be more of an expenditure instead of a benefit, therefore it must be maintained to a minimum (Devine et al., 2007a).

Finally, whether migrant workers should stay or go might be greatly influenced by their experiences (Janta et al., 2011). As a result, bad working conditions, such as low salaries and physically hard work, might influence migrant employees' decision to seek another job in another industry (Janta et al., 2011). On the other side, it has been observed that having flexible schedules, getting to know new people, and working in a good atmosphere, may all affect migrant employees' willingness to stay (Janta et al., 2011).

Devine et al. (2007a) argue that, considering all these employees' good characteristics, it is crucial to consider how to retain them and help them in their growth, since they might represent a valuable new supply of workers for the hotel sector. They recommend that in order to keep these workers, particularly those in low-wage positions, it is important to make sure that they are aware of longer-term prospects and that the jobs that they are doing are just temporary.

2.4 Managing Workforce Diversity in the Hotel Industry

2.4.1 Factors and Definition of Workforce Diversity

Many individuals claim the world as their place of work as a result of globalization and migration, resulting in an extremely culturally diverse labour force. In today's businesses, workforce diversity has become a major concern. Since it is impossible in having firms with no individuals, managers are more conscious that their significance for a company's competitiveness is important (Orlitzky, 2007). Lately, the growing diversity of the workforce in organisations has prompted scholars to pay more attention to this issue (Gupta, 2013).

"Workforce diversity acknowledges the reality that people differ in many ways, visible or invisible, mainly age, gender, marital status, social status, disability, sexual orientation, religion, personality, ethnicity, and culture (Kossek, Lobel and Brown 2005, quoted in Shen et al., 2009,p.235)''. Workplace diversity is defined as an organisation where workers have various characteristics and attributes that differentiate them from one another. Furthermore, these different elements include workers' views, attitudes, and behaviours which vary by sex, ethnicity, age, way of life, and physical ability. Managing these aspects might result in difficulties with personnel that are the focus of the human resources department (Foma, 2013). In other words, diversity may refer to everyone you consider to be different from you. When it comes to the workplace, the Human Resource department bears a significant amount of responsibility for managing the organisation's total diversity as there are several obstacles.

The Human Resource department's duty is to guarantee that all employee issues are addressed and that employee problems are resolved.

The growing diversity of both travellers and employees in the travel sector has necessitated the need for those working in this sector to have the right skills in managing diversity (Feighery, 2012). As a result, managing diversity has become a crucial factor to achieve company objectives (Rahmawati, 2012). For both employees and tourists, the hospitality and tourism sector offers a unique chance to gain knowledge about other cultures. Therefore, organisations in this industry should make an effort to teach their staff members to respect and accept people from various backgrounds. Workplace diversity not only allows a clear knowledge of various cultures, social, and economical viewpoints, but it also improves the delivery of appropriate services via effective communication and observation (Merchant, 2017).Many organisations are discovering that diversity may provide a competitive edge in the marketplace, because employing and promoting people who are diverse is the right thing to do. Organizations with a diverse labour force are more creative, inventive and innovative than those with a homogeneous workforce (Griffin, 2007).

2.4.2 Benefits and Challenges in Managing a Workforce Diversity

While it might also be viewed as a weakness, diversity for companies can be viewed as a source of strength as well (Shaban, 2016). Hiring workers with various backgrounds and experiences in the hotel industry can have a good or bad influence on organisational performance and productivity, thus this research also aims to uncover the benefits and difficulties that organisations may encounter.

Organisations that understand how to handle diversity well have an advantage over those organisations that lack this knowledge. With the workforces' increasing diversity, managers must adjust their approach to treat every employee the same. They should also recognise, respond and realise the variations at the workplace, in ways that assure employee engagement, retention and good performance (Elshaer and Marzouk, 2019).

Diversity is one of the factors that helps organisations reap the advantages of exposure to diversity; but on the other side, managers must learn how to handle diversity while leading and managing teams. Managing diversity refers to the development and implementation of systems and procedures in an organisation that optimises employees' capacity to contribute to organizational objectives, and enhance their own skills without being hindered by their racial or ethnic characteristics. Managers should not be threatened by their employee's differences

or variety. They should recognise that employee's diversity may be a benefit to the organisation, and they should set aside their preconceived ideas (Banhegyi et al., 2009). Diversity management, according to Harris, Rousseau and Venter (2007), consists of creating and implementing organizational structures, and procedures to maximize the positive aspects of diversity, while minimising the negative aspects. Any organisation's management should examine the factors impacting their workers' performance in order to improve it.

2.5 Managing a Diverse Workforce to Improve Performance - SWOT Analysis

Companies must reassess their company strategy in terms of managing cultural diversity. Managers must be willing to adopt a strategy plan and make the required adjustments to succeed in managing workplace diversity (Kreitz, 2007). A SWOT analysis may help to identify gaps that need to be filled while taking into consideration the concerns and problems of diversity, it can also help to educate employees and raise awareness about the steps that must be completed in order to achieve the corporation's goals (Friday and Friday, 2003).

2.5.1 The Strengths of a Diverse Workforce

To survive and grow in a competitive business environment, especially if organisations are looking to expand and become international, they must be able to diversify. When a company wants to expand in another country there are a range of obstacles, such as local customs and laws. To overcome these risks when a company is culturally diverse they can use the information and expertise of each worker to accomplish these goals, and to get through the mentioned challenges (Martin, Mactaggart and Bowden, 2006). In his study, Williams (2005) examines the strengths of workforce migration for sharing information, innovation and competitiveness, both inside and outside the company. The hotel industry may benefit from diversity in certain ways, such as enhanced creativity and a broader understanding of the economic perspective (Failte Ireland, 2005). Staff may be better at problem-solving and creativity because they are more in tune with the clientele.

If the team consists of individuals with various backgrounds and abilities, an excellent performance may be attained and the probability of coming up with innovative ideas will increase (Saxena, 2014). Team members with diverse talents, skills and backgrounds are more likely to approach a task or a challenge from several perspectives. This will encourage more creative thinking, leading to breakthrough inventions (Griffin, 2007). Other benefits of diversity include: lower turnover and absentee costs (Bozhko, 2014), more flexibility, better recruitment and retention of new workers, gaining a competitive advantage (Otike, Messah

and Mwalekwa, 2015), access to a larger market (Chan, 2006), enhancing the organisational performance (Nadine, 2017), and offering an attractive workplace (Peters, 2008).

Organizations are looking for a greater variety of diversity, including more people with leadership abilities, job styles, views, and knowledge. The perspectives of a culturally diverse labour force can result in better quality outcomes. In a well-managed diversified workplace, companies may be able to boost organisational efficiency by maximising individual potential, combining unique abilities, and increasing production (Elshaer and Marzouk, 2019). A diverse team have access to a range of information required to address difficult challenges, so they have a greater chance of enhancing organisational performance (Leonard, Levine and Joshi 2004). In this regard, the diversified employee may have tacit and explicit information and know-how that may be utilised by their employer to improve company performance (Elshaer and Marzouk, 2019).

What this means is that until the company manages the way the recruiting process is carried out, they will continue to attract the same type of candidate. Expanding recruitments search to cover a wider range of candidates can increase the talent pool and increase chances of finding the perfect candidate. According to Bozhko (2014), a varied workforce can also help find goods and services that meet the demands of new consumer segments.

2.5.2 The Challenges of a Diverse Workforce

According to Nataatmadi and Dyso (2005), if diversity is not managed well, it can create a lot of problems for an organisation. Many individuals can feel threatened when working with others that are different to them in terms of ethnicity, identity, culture, and religious belief, to name a few. Diversity may be dangerous because it compels individuals to face their prejudices and ignorance. Diversity might cause a shift in behaviour or attitude, which might threaten assumptions made by people.

Because the hotel sector is labour-intensive and demands repeated contacts between customers and workers (Gurlek, 2020), managers need to be aware of how different cultural perspectives may affect the working relationships of different employees. As a result, recruiting someone from a different culture might lead to miscommunications, which can make employees and customers dissatisfied. It is important that organisations offer language and cultural training to improve workplace communication (Baum, 2006).

Cultures differ in terms of both verbal and nonverbal communication. Emotional labour is well-known in the hotel sector, while engaging with guests, workers are required to control their feelings with the purpose to adequately fulfil their job duties, develop customer connections, and increase overall effectiveness (Shani et al., 2014; Zapf 2002). Therefore, the way that workers express their messages to clients, both vocally and nonverbally, is vital (Magnini, 2004). According to Taylor and Finley, (2010) individuals that are aware of cultural differences will be less prone to misread one another. On the other hand, the quality of the services offered could be compromised by those workers from various cultures who are unable to familiarise with the local culture.

Workers that work in a culturally diverse field, are more likely to become entangled in interpersonal disputes. This is due to different ways of thinking, perspectives, ideas, habits, backgrounds, ethnicity and other factors (Mazur and Bialostocka, 2010). If management fails to address such occurrences, productivity decreases (Baum, 2006), and undesirable dynamic forces like racism, and cultural problems emerge (White, 1999).Members may be concerned that newcomers from other groups may jeopardize their own status in the organisation, and they may be hesitant to welcome these persons who are different from them. This will foster a climate of fear, distrust and individual prejudice and bias, potentially leading to destructive confrontation.

Saavedra (2005) described some of the problems that the Irish hospitality encountered when managing diverse cultures. For example, for migrants coming from a very conservative background, speaking out and ask questions was seen as disrespectful and impolite. Saavedra (2005) describes the experience of a French server who was reprimanded by his manager for providing a measured service, which was viewed as slow, even though this would have been normal in his own nation. It is essential for native employees and managers to understand these diverse cultures, so that they can improve their personal views and observe different colleagues, because these differences can generate stress, anxiety and tension.

O' Connell (2005) also emphasises the need to ensure that native workers are aware of the demands of multicultural employees. Native employees may be unfamiliar with how to interact with individuals of various cultures, beliefs and skills. Employees, according to Torrington, Hall and Taylor (2002), are intimidated by unexpected situations. According to Wood (2004), diversity training may help reduce employees' ignorance and create a more culturally enriched workplace. In this situation, diversity training can assist people with

altering their minds and attitudes regarding different cultures (Wood, 2004).Understanding other cultures should enable the hospitality businesses to reap the benefits of cultural diversity to the fullest extent possible (Lee and Chon, 2000). Organisations should concentrate on courses and training sessions that promote the inclusivity of workers at all levels, as this may increase employee retention and commitment.

2.5.3 The Opportunities of a Diverse Workforce

It has been proven that businesses which understand how to cope with diversity have a competitive advantage over those that do not. The management's role is to offer assistance in the development and empowerment of each employee. An organisation that encourages a respectful and diverse workplace where everyone has the chance to train and develop, will eventually help the culture of the organisation succeed (Lockwood, 2005).

As no one person is likely to have all of the qualities required to attain the desired results, group diversity may allow for better performance than could have been achieved by a solo effort. By being more creative, innovative, and agile when addressing strategic problems, a group with diverse skills and abilities may assist the organisation with better understanding its position in the global community (Mfene, 2010). If an organisation has a diverse labour force, it has a larger range of information and viewpoints to draw from, which enhances the toolbox with which a team can work and solve challenges.

2.5.4 The Threats of a Diverse Workforce

Diversity may improve the organisations performance; but, if it is not well managed, it might increase employee turnover, cause conflicts and misunderstandings, or have other unforeseen consequences. According to Mfene (2010), if organisations do not implement diversity in the workplace, employees will not stay for a long time and this may cause the organisation to continually hire new personnel, resulting in needless additional expenses.

Some workers may be unable to accept that their company's social and cultural environment is changing. They may refuse to follow the organisation's new policies and procedures in order to express their dissatisfaction, resulting in workplace conflict. Fear of failure, distrust, resistance to change, and peer pressure are all factors that inhibit progress (Dike, 2013). Workers need to appreciate the value of labour force diversity; they need to investigate differences, find commonalities, and strive for inclusivity, and thus, it is crucial to

have an active management structure, and methods for training and coaching staff (Devine et al., 2007a).

In today's hotel industry, managing workforce diversity is a major concern. The skill needed to manage diversity presents an important challenge for managers, because they are in charge of leading a diversified team. Managers should assess the strengths and weaknesses of their teams, so they may build the areas of strength and improve on the weak areas. Every hotel organisation must recognise that employee diversity is essential to achieve a long-term competitive edge (Theodoridis, 2017). Without variety in the workplace, businesses may become monocultures and have very narrow views of how things are viewed. An organisation's performance and success may be measured on how they can successfully communicate and manage diversity across cultures (Okoro and Washington, 2012).

2.6 The Role of Fair Treatment at Work and Employee Motivation for Migrant Workers

The goal of maximising the most value from workers in order to generate profit is a problem for hotel management. This system rewards superiors and managers for acquiring labour at low rates, but this can lead to conflict between employees and top managers. The emphasis on obtaining good results via others can lead to labour exploitation, since individuals at the bottom hierarchy may be forced to work the hardest for the smallest compensation. Several factors have an impact on how satisfied employees are at work; soliciting feedback from employees about their workplace is crucial to understand their happiness, satisfaction and, as a result, their willingness to remain in the company.

Due to the nature of their circumstances, migrants are often young, possess limited abilities, and are sometimes not recognised within the new country of residence. According to Piore (1979), migrants are willing to accept pay and working conditions that are not favourable, since these conditions compared to their native nation are still significantly superior to where they came from.

Migrants, frequently are mistreated, not just by their employers, but also by their clients. The industry underpays them, provides no training, and requires excessive hours (Poulston, 2005). As a result, some of these employees, could find their employment challenging and unattractive.

Herzberg's (1959) two factor theory describes the behaviours of those people who struggle with unpleasant and difficult work conditions. According to Herzberg's research, the variables that motivate and satisfy migrant workers (satisfiers), include internal components like career development or chances for growth, and are controlled by the existence of extrinsic aspects (hygiene factors), such as salary and working circumstances.

According to Herzberg (2003), salary and work are amongst the hygiene factors which might eliminate the motivational effects of satisfiers such as advancement, prospects, acknowledgement and development. The work conditions are also challenging, mainly because of the lengthy hours required to cope with the industry's twenty four-hour nature (O'Leary and Deegan, 2005; DiPietro and Condly, 2007). Shortage of workers, deadlines, pressure, lengthy shifts, and demanding clients all add to stressful workplaces, which might cause staff turnover (Ghiselli, Lopa and Bai, 2001). Low salary and bad work conditions in many hotel establishments indicate that staff find their positions unrewarding, causing them to look for different work opportunities (DiPietro and Condly, 2007).

Fair pay and leadership, on the other hand, reduce turnover (Presbury, Fitzgerald and Chapman, 2005). Perceptions of fairness at the workplace can influence employee outcomes such as dedication and commitment, better guest service, and lower turnover intentions (Simons and Roberson, 2003). Companies should take into consideration the distinctive contributions made by each employee in order to implement a successful diversity management plan. This contributes to the reduction of stereotypes and the realization of diversity (Day, 2007). However discrimination, ethnocentrism, prejudice and cultural bias are still quite common. Managers must recognise the skills, talents and abilities of minority employees' and offer them with adequate opportunity for advancement. The Human Resources department should conduct a review of their screening and hiring procedures to ensure that they are unbiased, objective and fair. Structured interviews and culturally sensitive checks must be incorporated into the hiring process to help evaluate candidates from a range of backgrounds (Berta, 2006). Both organisational commitment and work performance have been proven to be influenced by employee perceptions of fairness and inclusion (Cho and Mor Barak, 2008). Furthermore, because they are founded on the concept that individuals require a sense of belonging and that they are unique, examples of inclusion consider emotional commitment as a result of diversity management for all workers. By valuing their uniqueness and fostering a feeling of connection to the organisation, and an identity, diversity training strives to choose and manage diverse employees effectively

(Ashikali and Groeneveld, 2015). A good relationship with managers and co-workers may serve as a source of fulfilment that makes up for poor income and unfavourable work environments; because of this workers will become more attached to their job and their co-workers (Zopiatis and Constanti, 2007).

In addition, the company should put a strong emphasis on an excellent employee relationship management system. Managers should take the appropriate efforts to integrate workers from other cultures into the workplace and establish positive relationships with them. Various initiatives, like educating local workers about different cultures, celebrating minority workers' religious and cultural holidays, including their families in business events and highlighting the significance of minority labour in the firm, can help to establish a positive relationship with migrants (Devine et al., 2007a).

Additionally, managers need to make an extra effort to establish personal connections with their employees. Having knowledge on their origins and increasing engagement with them after work or during social occasions will make them feel more appreciated. Overcoming challenges such as communication gaps with migrants would establish an atmosphere of mutual respect, which might eventually lead to winning their trust. According to Frabotta (2001), as a result of this employees become more self-motivated, by improving their efficiency at work. Additionally, it will also assist management to create a strategy to recognise prospective leaders by finding and nurturing a diverse pool of talented individuals.

2.7 How is Covid-19 affecting migrant workers in the hotel industry?

Due to COVID-19, hotels have suffered huge losses. Around 51 million companies in the hospitality industry are dealing with a challenging business environment, which is having a significant impact on employment (ILO, 2020). Furthermore, hotels all over the world have forced employees to take unpaid leave, reducing their salary and benefits, and even dismissing some employees. It is expected that the tourist sector would take a number of years to completely recuperate, after the effects of COVID-19 are decreased and controls have been lifted (Faus, 2020).

Migrant labourers were the most vulnerable to the pandemic's devastating effects (ILO, 2020). In the short-term, many international workers were left unable to access their place of work because they were placed under lockdown, as well as being unable to go back to their respective nations due to travel bans. Those on employer- tied visas, no longer had the right

to remain in the host nation, and many of these person's risked becoming irregular migrants if visas were not extended and restrictions were not eased.

Many foreigners in Malta have lost their jobs and belongings. They lost all they had invested in Malta, including the contributions they had earned from the minimum wage salary that they were paid for working 16 to18 hours daily, to keep the country running (Graham, 2021).Identification Malta warned them that they had just ten days to find another employment, and pay 280.50 euro to submit the application if they were fortunate, or else they would have to 'Go back to their country' (Graham, 2021). Many migrants went home, while others found employment in other sectors (Calleja, 2021). According to the Malta Employer's Association (Arena, 2021), the hotel industry is now battling to retain personnel due to pandemic shutdowns and downsizing, because foreign workers were driven out from Malta. Skilled Maltese employees in the hotel sector who were laid off or could not make ends meet on the wage supplement alone have left the profession and are now hesitant to return (Abela and Martin 2021). Many firms in the hotel industry have claimed to be badly understaffed. Migrant employees, on the other hand, claim that they were fired when the financial situation worsened, and they have no intentions of returning until Malta's whole employment structure is revamped (Abela and Martin 2021).

Many Maltese stakeholders urged on a concerted effort to take the required measures to boost trust among Maltese and Gozitan employees in the hotel sector, such as improving job satisfaction and wages, and committing to long-term foreigner employment (Cioffi, 2021).

2.8 Conclusion

This chapter analysed available literature in order to build the context for this research. Several opposing viewpoints and ideas were presented throughout this chapter, and the goal of this research is to address them and analyse them.

Through the fieldwork the researcher would like to learn about the benefits and challenges that the Maltese hotel industry is facing, particularly in terms of labour shortages and recruiting, as well as the managers' perceptions and the consequences of employing non-Maltese workers, and whether there is any impact on this industry. Furthermore, this research examines what diversity benefits the workplace might offer, how managers handle diversity, the benefits and challenges, and how to maximise benefits while minimizing drawbacks. The following chapter will illustrate the methodology employed by the researcher in order to conduct and analyse the results of this research.

Chapter Three: Methodology

3.1 Introduction

The Literature review, in the previous chapter explored the information and knowledge relevant to the research project.

This chapter will provide an overview of the methodology chosen for this study and the way it was applied. The methodology is made up of steps that examine the reasoning behind the approaches and procedures employed. Furthermore, research methodology generally responds to issues, such as why research was undertaken, how the research topic was identified, how research questions were formulated, how data collecting was shown, and which data analysis approach was utilised and why it was employed (Kothari, 2004). Additionally, it also offers a summary of the research design, such as the choice of participants, as well as ethical aspects which were considered throughout this study (Bryman and Bell, 2011). At the end of this chapter the researcher also focuses on the strengths and limits of this study.

3.2 Research Questions

The aim of this study, is to shed light on the, "Managers' perceptions of the impact of employing non-Maltese workers in the Maltese Hospitality industry.''

Managers were invited to discuss their own practices and experiences in relation to the subject of this study. The following questions were addressed:-

- Why would your hotel consider to recruit non- Maltese workers?
- What are the Opportunities and Challenges of a Diverse Workforce?
- What are the skills of non-Maltese workers?
- What is the role of the non-Maltese worker in the hotel industry?
- What is the overall experience when a guest is served by non-Maltese workers?
- What is the relationship of non-Maltese workers with the management, team members and guests?
- What are the expectations of non-Maltese workers over time?

The researcher was also interested in learning about the experiences of non-Maltese workers in the Maltese hotel industry. The following questions were posed to non-Maltese workers:

- What brought you to Malta?
- What motivated you to choose a career in the hotel industry?
- What is your level of education, and what was your occupation before coming to Malta?
- What has your experience in the Maltese Hotel industry been?
- What is your opinion of a good quality job in the hotel industry?
- Have you had any training provided to you?
- How would you like to advance your career in the hotel industry, and would you consider working in a new field?

3.3 Research Method

The three most popular research methodologies are qualitative, quantitative, and mixed approach. Researchers often utilise the qualitative strategy to address research issues that require textual data, the quantitative strategy to address research issues that require numerical data, and the mixed methodologies strategy to address issues that require both types of data (Williams, 2007).

For this study, the research for the literature review guided the researcher towards choosing a qualitative approach to achieve the desired results. The goal of qualitative research is to learn more about the setting in which events and behaviours occur. Instead of sticking to predetermined themes, qualitative research focuses mostly on experiences and emotions, allowing informants to offer ideas that are significant from their perspective. Qualitative data offers a more complete and richer representation of people's experiences, opinions and views (Williams, 2007).

In this study, managers were asked to explain their unique methods and experiences related to the subject of when they employ non-Maltese workers. During the interviews, managers were questioned about why they hire non-Maltese workers, the benefits and difficulties of a varied workforce, their abilities, the roles they play, the experience they provide to guests, and their working relationship. Its goal is to investigate how things work, and operate from the inside (Ritchie and Lewis, 2003).This study also looked into the work experiences of non-Maltese employees working in the Maltese hotel industry; this knowledge will help the researcher to answer the research question better. These employees were invited to offer their thoughts on why they decided to work in the hotel business, their experiences thus far, and what constitutes a good quality job.

Additionally, qualitative research assisted this study in dealing with the issues in-depth and in an appropriate manner. This can be done by directly speaking with the individuals, visiting them at their work, and giving them the freedom to share their experiences (Creswell, 2013).

Due to the fact that this study is based mostly on personal experiences and requires participants to explain their answers, it was decided that a qualitative data collection approach would be more appropriate as it helps the researcher to obtain a deeper grasp of their perceptions and motives.

3.4 Data Analysis Method

The data analysis approach selected for the planned analysis is Thematic Analysis. This is suitable for research queries related to human experiences, or human perspectives and viewpoints (Braun and Clarke, 2006). This research collected information from persons based on their personal opinions, views and experiences.

Interviews were recorded with each participant's consent. This helped the researcher to have a copy of the raw data. For those participants that did not wish to be recorded, the researcher took notes instead. Each interview done with the above mentioned participants was transcribed. All recordings will be deleted after the conclusion of this research.

3.5 Phenomenology Research

Leedy and Ormrod (2001) stated that, in phenomenological study the goal is to understand and learn about an experience from the participants' perspective. Semi-structured interviews with managers were employed in the first phase, and questionnaires were delivered to non-Maltese personnel in the second phase. Semi-structured interviews were chosen as a versatile approach for understanding and analysing the viewpoints of managers. The questionnaires were chosen as a means of obtaining a broader range of replies from non-Maltese workers regarding their work experiences.

The purpose was to discover what was going on inside the firm and why certain decisions or choices were being taken, such as when hiring non-Maltese personnel, and why these individuals worked in low-skilled professions. The researcher's goal and role is to immerse herself in the participants' experiences and see things through their eyes, such as managers' perspectives on the company's use and balance of non-Maltese workers, whether these

workers are more motivated than Maltese workers, and what opportunities and challenges they face when employing them.

The purpose of this research was not to reveal any unethical management practices, or to pass any judgements on non-Maltese employees, but to consider the opportunities and challenges and what strategies are adopted when managing a diverse workforce, as well to provide recommendations to improve the use of this workforce. In this way, the author and the participants in the research are co-researchers. The researcher's objective is to achieve a deeper understanding of a phenomenon by highlighting the perspectives of those who actually experienced it (Vanderstoep and Johnston, 2009).

3.6 Data Collection Methods

3.6.1 Primary and Secondary Data

Both primary and secondary sources of information are addressed in this research. The interviews and questionnaires provided the primary data for this research. The secondary sources included books, papers, and journals that had already been published as a result of previous study. These resources gave the researcher pertinent data that assisted in gaining a thorough understanding of the research question, the context that was selected, and the applicability of the study. In the end, it also aided in defining goals and identifying research needs (Matthews and Ross, 2010).

3.6.2 Study Setting

All interviews followed a strict interview schedule to ensure that all concerns and subjects were thoroughly discussed. Interviews were carried out face to face, however due to Covid-19, some participants preferred to conduct the interview online. When one-to-one interviews were held at the hotel, the researcher asked for a quiet place without a lot of distractions, providing adequate privacy for respondents to speak openly without feeling uncomfortable, being interrupted, or controlled by other influences.

As Zopiatis, Constanti and Theocharous (2014) stated, several researchers experienced difficulty in getting access to organisations. The researcher had difficulty acquiring access to the organisations, and because of this, this procedure took a long time and a lot effort, therefore careful planning and preparation was required. According to Zopiatis, Constanti and Theocharous (2014), some organisations might reject taking part in this research because sensitive issues were being examined. For a variety of reasons access to the researcher may

be denied. For example, managers, may be overworked and unwilling to spend time with students, there may be internal politics, and information confidentiality concerns may arise. The irregularities that this study might potentially unearth may not be beneficial to the hotels concerned, thus gaining access was difficult. Non-Maltese were invited to share their experiences; this study may provide insight into how they feel about their jobs, such as whether they are satisfied working in the hotel industry or whether poor working conditions, including lengthy shift work hours, work pressure, and low salary, may lead them to seek alternative employment. The researcher also seeked to find out if they are treated properly by their supervisors, or if there are any instances of abuse of position, discrimination, and poor management.

Before the fieldwork, the researcher collected and reviewed any relevant organisation information. This helped the researcher to get to know how the hotels under study operate. This showed the participants that the researcher was serious about this study, and made them feel that it was worthwhile to spend time, with the researcher during interviews and contribute to this study.

Giving a professional impression was very important to the researcher. The hotel staff had a lot of questions before granting access to their organizations, such as what was the purpose of the research and what kind of help and resources was needed from them. The information sheet was very helpful to the researcher, however some participants wanted the researcher to visit the organisation before the study was conducted, to hear more about the author and ask any further questions in a one-to-one meeting. During this meeting, the hotel personnel, evaluated the researcher's research, to make sure that the researcher did not touch on any delicate issues inside their organisation.

3.6.3 Population and Sample

The choice of members for the interviews and the questionnaires were chosen based on their occupation at the hotel. The individuals chosen for this study will be recruited using purposive sampling.

According to Patton (2002), a purposeful sample is a qualitative approach used to find and choose important information to maximise the utilisation of the resources that are already available. This includes locating, and selecting persons or organisations that are extremely competent (Creswell and Plano Clark, 2011).

Purposive sampling involves selecting participants based on experiences and qualities that are pertinent to the researcher's study. This allowed the researcher to go further into the research topic (Matthews and Ross, 2010).

The research was conducted in three five-star hotels in Malta; the table below lists the participants that took part in this research:-

Five Star Hotel	Hotel Personnel for each Hotel
Hotel number 1 Hotel number 2 Hotel number 3	General Manager – Pilot Study Hotel Operations Manager Human Resources Manager Line Manager – Housekeeping Department Line Manager – Front Office Department Line Manager – Food and Beverage Department Non-Maltese workers working in the Housekeeping, Front Office and Food and Beverage departments

3.6.4 Proposed Research Design

In-depth interviews were chosen for the subject of this thesis in order to most efficiently obtain meaningful and relevant data from the top and line managers, all participants were anonymous. Interviews as a data collecting tool assist the researcher in learning about individuals' personal beliefs, habits, and motivations, allowing the researcher to gain a thorough insight of the individual and, as a result, the study topic (Gill, Stewart and Treasure 2008).

To be more specific, using semi-structured interviews for this research was the ideal approach since it allowed the interviewer to keep the session flowing on the context created while avoiding deviation. This also allowed area for the interviewees to freely voice their experiences in-depth. This allowed the interviewees to talk about their experiences, perceptions and values in their own way. The researcher also encouraged the participants to explain their experiences, feelings, and actions as precisely as possible (Kvale, 2007).

For non-Maltese workers, questionnaires were distributed. Questionnaires are used to learn about all sorts of social issues and phenomena. Although questionnaires are best used to obtain factual information, they may also be used to gather people’s thoughts, ideas,

knowledge and expertise. For the questionnaire there was a mix of open-ended questions, where the participant can answer in their own way, and multiple-choice questions where the participant had a selection of responses to choose from and the ability to make further comments. All participants were anonymous and were asked the same questions in the same sequence, and with the same phrasing. In this study, the researcher utilised email and printed copies to distribute by hand to non-Maltese workers who did not have an email account. The questionnaire was written in English and designed as a self-completion questionnaire, so the participant may complete without the presence of the researcher.

3.6.5 Pilot Study- Interview Guide

The researcher found that piloting the interview questions first with the General Managers of the three hotels, who are experts in this sector, was beneficial before commencing on to the main study. The interview guide that was created adhered to certain guidelines. Although there are no strict guidelines on how to conduct interviews, Kvale (2007), however, emphasised that they should take into account the nature of the questions presented to the interviewees, and make sure that they are not leading in nature. This should also provide the interviewees the opportunity to share their experiences and opinions and freely express their ideas. In other words, the interviewees should be viewed as knowledgeable resources who can contribute valuable inputs to answer the research questions (Bryman, 2004). Therefore, caution must be used to reduce the possibility of producing biased replies. The researcher made a tremendous effort to ensure that all conclusions are as accurate as possible. Since this study depends on participant's self-reporting for data collection, it was critical to structure the questions in such a way that participants would answer truthfully. In addition, the questions were non-judgmental, and unbiased.

3.7 Ethical Considerations

The researcher made sure to follow rigorous ethical concerns and ensured that no damage was done to any participant or their current employment situation. Potential participants were given an ethics form with all the relevant information in which they needed to choose whether or not to take part in the research. The participants that opted to take part in this study were informed that neither their personal life nor their work will be harmed and that their information and privacy will stay protected. The identity of the members would also not be revealed. The interviewees were not deceived in any manner, and the interviews were performed exactly as proposed by the Institute of Tourism Studies.

3.8 Strengths and Limitations of the Chosen Research Methods

When collecting qualitative data, the strengths are that the researcher can adjust to new subjects and ideas while they emerge, and the data is more natural rather than artificial. One restriction that the researcher encountered when doing this study was the irregular hours that personnel in the hotel industry worked; setting up an appointment to perform the interview was difficult. To address this obstacle, the researcher intended to tailor the interview to the requirements of the participants, so the interview took place when they were available.

Language barrier, was also another issue when questionnaires were delivered to non-Maltese workers because all questions were written in English. A self-completion questionnaire also excluded persons who could not read or write, as well as those who did not speak the questionnaire's language. For those employees who still wanted to participate, the researcher had to explain and go through each question with them. Those who did not have access to email were also disqualified, so the researcher had to consider other options, such as printing the questionnaire, and seeing them in person during their lunch break or after their shift ended. To guarantee that individuals could fill out questionnaires accurately, instructions and information on them had to be clear. Extra care was taken in framing the questions so that they did not come off as judgmental or insensitive, and individuals could answer them without feeling embarrassed, or ashamed.

3.9 Conclusion

The research methodology, data gathering techniques, and participant selection procedures were all covered in this chapter of the study. Processes were described in great detail so that one could understand why the study was conducted and how data was collected. This chapter also discussed the ethical aspects, which were considered throughout this study, and concluded by focusing on the strength and limitations.

The research findings from this study will be presented and discussed in the subsequent part, chapter four.

Chapter Four: Research Findings

4.1 Introduction

To answer the main question, the findings will be reported in the following chapter. The hotels and the participants that took part in this study will be anonymous, however their position within the company will be revealed to carry out this research. To begin with, the findings of each participant will be presented starting with the Top Management, from the General Manager, Human Resources, and Hotel Operations Manager, to the rest of the Line Managers which are the Front Office, Housekeeping and Food and Beverage managers from each hotel.

This study also aims to understand the work experience of non- Maltese employees working in these hotels, to confirm any claims that will be made by the hotel management personnel. This has been done through evaluating the data gathered from the questionnaires.

The results from the Top Management and the Line Managers, and the Non-Maltese workers of the three hotels are presented below separately.

4.2 Findings of Hotel 1 from the Top Management

4.2.1 The Recruitment and Selection Process

All three managers agreed that Maltese workers are not applying to work in the hotel industry, instead some of them are now opting to work in the gaming industry or the government sector, or in a different sector offering them a better work life balance. The Human Resources manager stated that, "*the service staff for the hotel industry as a whole in Malta is predominantly foreign, because of this non-Maltese workers are considered, because there is a shortage of local staff*''. The General Manager further explained that, unfortunately, following the Covid-19 pandemic it became more difficult to source local workers.

The Hotel Operations Manager stated that for the selection process, "*Maltese workers are not prioritised, however it all depends on the job and its responsibilities. However for certain roles they prefer to recruit Maltese as they have a better understanding of the Maltese Market*''. He also added that if the non-Maltese candidate shows that he is reliable, committed, and hardworking, he will not prioritise Maltese workers.

4.2.2 Opportunities and Challenges of a Diverse Workforce

Managers were asked in the interviews what possibilities and problems they saw in a diverse workforce.

With regards to opportunities it was mentioned that, *"with a diverse workforce, and people coming from another country, you will have different skills, which can be of a benefit to the company. Also they have different ideas, as they might have seen different ways of doing things, which can improve the way that it is done here. As well they often speak a different language which is also a benefit as hotels have international clientele*''. It is clear that employing these individuals can improve the quality of the guest service provided, because they have different language skills, and multicultural background.

The Human Resources manager, further explained that a diverse workforce brings, "*a good reputation for the company's culture, which may help attract talent*''. Other benefits, such as inclusion, experience, skills, and having a different mentality, were also mentioned.

With regards to the challenges, they mentioned that "*One of the barriers when recruiting non-Maltese workers is the English language, however in the recruitment stage they already assess the candidates if they are able to communicate in English, as it is a requirement to communicate with work colleagues and guests*''. The Human Resources manager also mentioned that at times they have communication clashes when a wide variety of individuals come to work together.

The Hotel Operations manager mentioned that, "*When they come from abroad they evaluate the candidates only on the curriculum vitae, and during the interview, and are unsure on their actual skills until they actually start working. Also when hiring from abroad, it involves a much longer process because of work permits, visas, assistance with accommodation and now vaccination*''. As part of the challenges faced by the management, it is clear that when recruiting non-Maltese procedures tend to be more complicated, and expensive than when employing locals, because the timeframe for an employee to receive work permits is long.

4.2.3 Recognising Foreign Qualifications and Work Experience of Non-Maltese Workers

Throughout the interviews all the managers agreed that, "*European union workers are usually doing a job that match their skills, but third country nationals although they are*

qualified, or have the experience they are often underemployed as they are willing to do a lower job to be able to come to Malta, however through training they are given the possibility to move to better positions''. This means that international workers are offered jobs at the lowest positions for which they are over-qualified.

4.2.4 Key Roles in the Industry that are Difficult to Fill

As stated previously, less locals are prepared to work in the hotel sector. The Human Resources manager argued that, "*this situation is happening across the globe, and Malta is no different. Because of the Covid-19 some employees lost their jobs, and had no other option but to look for a new job, in a new sector. Also some low skilled positions are no longer accepted by the Maltese, and thus the company needs to look for alternative solutions*''. This indicates that Maltese nationals' unwillingness to work in this sector, leads to the necessity to employ international workers.

The General Manager mentioned that Maltese workers prefer to work in offices or top positions, however they do not have the qualifications for it.

4.2.5 Training Offered to Non-Maltese Workers

The mangers highlighted that they offer the same training for locals and non-locals. The response was that "*Internal and external training is offered to all team members, such as safety and customer care related courses. It is also important to offer a proper induction training, so the employee can learn the company basics, policies and procedures*''. This suggests that management supports employees via training for their career development.

4.2.6 Covid-19 and the Hotel Industry's Future

In order to make this sector more appealing they all agreed that "*Covid-19 has been a game changer for the hotel industry, it was already a problem to recruit local workers, now they lost the non-locals as well because they either found a job elsewhere, or went back to their country. They need to offer a more competitive salary, training and a better work life balance if they want to be an employer of choice*''. This denotes that once health and safety measures are in place, the hotel industry should reassess their operations to guarantee continued workforce success.

4.3 Findings of Hotel 2 from the Top Management

4.3.1 The Recruitment and Selection Process

In the interviews, the General Manager and Human Resources manager expressed that, "*unfortunately locals are leaving the hotel industry for good, and to run the show they are employing non-locals who are more eager to work in this industry*''. The Hotel Operations manager also argued that, "*Maltese see the hotel industry beneath them, however international workers have pride in working in the hotel industry*''. This suggests that non-Maltese workers are viewed as essential personnel.

During the selection process they prioritise Maltese candidates, however the Human Resources manager mentioned that foreigners bring a better attitude to the table, as they are dedicated, respectful, and highly committed. This indicates that employers view the hiring of people from other countries as advantageous, because significant benefits were noted. Management prefer to recruit local personnel, but understand that employing non-Maltese workers has its advantages as well.

4.3.2 Opportunities and Challenges of a Diverse Workforce

According to the Hotel Operations manager, one of the main barriers is the English language; "*sometimes this is a barrier for the non-Maltese workers themselves, because they end up working in low position jobs, and this exploits their education and skills*''. The General Manager also commented that sometimes they have negative reviews from customers complaining that there was a misunderstanding when communicating with non-Maltese employees due to poor English language. This is implies that the inability to communicate in and comprehend the English language is a major disadvantage, because they will be given jobs at the back of house with no guest contact.

For opportunities the response was that non- Maltese are committed to excellence; they take pride, and deliver the best possible experience. Foreigners bring new ideas and practicalities; diversity also contributes to the workplace culture. The Hotel Operations manager made the following comment; "*they are very keen to learn, and share their work ethic, and also, they have additional languages, so they are able to communicate well with the guest and most of them have a better attitude*''. This indicates that a varied team helps to achieve the organisational goals better than the non-diversified team.

4.3.3 Recognising Foreign Qualifications and Work Experience of Non-Maltese Workers

The managers commented that they sometimes have had occasions where non-Maltese were underemployed. The Human Resources manager mentioned that, *"Once they had an employee who had a degree, but worked as a room attendant, because she couldn't use her degree here in Malta*''. This shows that lack of promotion opportunities may not just be related to language competence, but that their qualifications are under-utilised and not recognised.

The General Manager also shared the same opinion; "*foreign employees although they are qualified and have the experience, they tend to start from a basic position in order for them to secure a job and start earning money. However if the employee is taking the initiative, and is willing to learn, and grow, we promote them*''. This means that if they are good workers they get promoted to more skilled, and challenging positions.

4.3.4 Key Roles in the Industry that are Difficult to Fill

As said earlier all managers expressed that "*since the Maltese are not interested because they have shifted their attention to other industries, it is becoming difficult to fill in positions such as waiters, kitchen stewards, chefs, room attendants and receptionists*''. As a result of this, employers are having trouble filling positions in the operations departments, because the hotel sector is undesirable.

4.3.5 Training Offered to Non-Maltese Workers

The Human Resources manager commented that "*at the beginning the hotel offers an induction course, and on the job training, however if we see that the employee is willing to learn, and grow we offer other courses*''. As a result, this means that no efforts have been made to change their training programs to fulfil the requirements of recently arrived non-Maltese workers.

The General Manager also mentioned that they are willing to invest in training, but sometimes they are afraid that non-Maltese stay only for a limited time, and this would mean that they trained them for nothing, and training is an extra expense for the organisation.

4.3.6 Covid-19 and the Hotel Industry's Future

All the managers expressed that due to Covid-19, it is now also difficult to attract non-Maltese workers. Salaries and conditions need to be improved and maybe introduce a four-week work schedule, like most European countries are doing. As a result of the epidemic's impact, there is a need to increase work satisfaction in the hotel sector.

4.4. Findings of Hotel 3 from the Top Management

4.4.1 The Recruitment and Selection Process

As regards to recruitment and the selection process, all three managers mentioned that due to supply and demand, availability of Maltese workforce is limited, thus they are resorting to non-Maltese workers. The General Manager mentioned that before having a job in the hotel industry was positively viewed by the locals, however nowadays they have changed their perception towards this sector, from one with a genuine career prospects to an industry that should be avoided.

4.4.2. Opportunities and Challenges of a Diverse Workforce

When it comes to the challenges of managing a varied labour force, the managers mentioned that the first main barrier is the English Language. The second barrier is interpersonal disputes, since diverse employees working together sometimes have arguments and culture clashes, because they do not share the same opinion. This means that lack of cultural understanding can lead to misinterpretation.

However, the management expressed that they do their best to understand and support workforce diversity, because they believe that if managed well, the organisation can be more successful.

Workforce diversity can bring "*new perceptions on how the work can be done*'' as the General Manager said, "*different mind-set, languages, skills, and innovation''*; from the Human Resources Manager; and *"getting to know new culinary trends*'' from Hotel Operations Manager. This translates to better service for visitors from other countries, since managers pick up on cultural variations from their staff, which may allow them to enrich and improve the tourist experience.

4.4.3 Recognising Foreign Qualifications and Work Experience of Non-Maltese Workers

The managers shared the same thought on this question that they are underemployed, because in their country they have studied a different career, and they came here because in their country there are no job opportunities and wages are low. This implies that for certain roles in the hotel industry there is no need to have certain skills.

4.4.4 Key Roles in the Industry that are Difficult to Fill

The Human Resource manager mentioned that all roles are difficult to fill in, especially the operations department which are Front Office, House Keeping, and Food and Beverage departments. However the General Manager mentioned that, "*Before it was difficult to fill in roles with Maltese personnel, after the Covid-19 it became also difficult to hire non-Maltese''.* This means that during Covid-19, many Maltese and non-Maltese lost their jobs and now prefer to work in a different sector.

4.4.5 Training Offered to Non-Maltese Workers

The managers stated that the hotel provides initial orientation, and on-the-job training. Other training programs, such those in customer care, and quality control, are also being given over a period of time.

4.4.6 Covid- 19 and the Hotel Industry's Future

The management mentioned that, although this is still being discussed something needs to be done to encourage Maltese and non-Maltese to work in this industry once more. This is because the hotel industry is badly understaffed.

4.5 Interviews with the Front Office, House Keeping and Food and Beverage Managers

The Line managers working in the Front Office, Housekeeping, and Food and Beverage departments in these hotels also expressed their concerns about the internalisation of their teams during the interviews done.

The results for Hotel 1, 2 and 3 are presented below.

4.5.1 Results for Hotel 1 - Line Managers Views from the Front Office, Housekeeping and Food and Beverage Departments

All the managers who took part in the interview agreed that the utilisation and balance of non-Maltese workers in their company is good, because there is a mix of locals and non-locals working together during the shift.

When it comes to motivation the Food and Beverage manager mentioned that, "*years ago, Maltese employees used to be motivated, nowadays Maltese do not want to work in this business*''. The Front Office manager also mentioned that "*the motivation is the same between the workers, however some non-Maltese are just here for the money because they earn more than in their country, and can help their families financially*''. Therefore, one can presume that money is an important factor for them.

When managing a diverse workforce, all the line managers mentioned that, from their experience, they have encountered language and communication barriers. The Front Office manager made the following observation that "*different nationalities speak the English language with different accents*, *and nonverbal communication can easily be taken the wrong way*''. In fact as regards to language, one may conclude that good communication is needed between guests and workers to provide quality five-star hotel service.

As regards to opportunities, all managers cited that when working in an international environment, creativity is increased and team members experience different views and learn different cultures. This would mean that sharing their personal experiences would build a sense of trust among their co-workers, increasing employee engagement, and motivation.

The Front Office and House Keeping manager agree that the experience for tourists does not diminish when they are served by non-Maltese, provided they are well trained, dedicated, and deliver good service. However the Food and Beverage manager mentioned that "*guests used to get excited served by the Maltese, and used to come back again because they used to*

build a relationship with the locals. Many Maltese workers before used to work for long years, before we used to recruit all employees Maltese, we used to have a lot of candidates for every position. Before Maltese workers were proud, saying that they work as a waiter in a hotel, because at that time it was an important job ''. This indicates that previously Maltese people were proud to be associated with working within the hotel business as waiters or cooks.

All the departments agree that the hotel should provide continual training. This is crucial so that staff members can provide clients with better service. The Food and Beverage manager pointed out that, "*if you are living in a foreign country, one should familiarise themselves with the culture, traditions, and language*''. This means that non-Maltese workers have to familiarise with the local culture to offer a unique experience. When asked if the way forward looks like an employee population of 90% non-Maltese nationals, managers specified that it is not the right solution, however due to lack of employees the hotel sector is veering this direction.

For the departments, building a good relationship between workers was essential to facilitate a challenging working environment. The Front Office manager mentioned that "*non-Maltese workers work very hard, and have a good attitude*''; the House Keeping manager said that "*they are very helpful, and very educated*''. However, the Food and Beverage manager mentioned that, *"it depends from where the foreigners are coming, because sometimes cultures might clash*''. This means that to accomplish a smoother operation and provide better service to guests, it is crucial to integrate these people into the organisational culture.

In the last question the departments were asked how non-Maltese workers' expectations change over time; they all agreed that these workers expect promotions after a while, just like anybody else would, and if the promotion is deserved it will be granted.

4.5.2 Results for Hotel 2 - Line Managers Views from the Front Office, Housekeeping and Food and Beverage Departments

The use and balance of non-Maltese personnel in their organisation is ideal, because if an issue arises, they may assist one another as there is a mix of locals and non-locals. With regards to motivation the Food and Beverage manager pointed out that "*Non-Maltese are more motivated because for them the salary that they are receiving is high, compared to what*

they might earn in their own country''. This means that in Malta they have a better life than in their home country.

Moving on to the barriers and opportunities when managing a diverse workforce, all the line managers brought up that one of the main barriers is the language, because it prevents good communication between staff, and guests. The House Keeping commented that, "*sometimes they do not even know how to explain where they live, let alone explaining to a tourist a place to visit*''. The second barrier that they raised is that non-Maltese workers do not have enough experience to deliver a five star service, being that they come from a totally different culture they are used to dealing with people in a certain way. In a five-star hotel, guests are paying a high price, and they pretend to receive a five-star service. This indicates that management are not providing international staff with adequate training to provide a five-star level of service; if sufficient training had been provided, misunderstandings and guest complaints might have been avoided.

For the opportunities when managing a diverse workforce, all managers pointed out that having a varied workforce has its advantages as well, because one gets information about other countries, it enlarges the number of languages, and the international guest can be served better.

For the experience, the Front Office Manager pointed out that the overall experience is affected "*as sometimes they do not always understand the guest's requests*''. This means that if the hotel employs 90% of its total employees as non-Maltese, it would be a problem. As mentioned earlier having native workers would be advantageous, so they can provide assistance to non-Maltese workers when they do not understand the guest.

All the line managers mentioned that they have a good relationship with non-Maltese workers, working together helped them get to know one another better, and appreciate one another. This implies that fostering good relationships with your co-workers will reduce workplace friction.

Regarding non-Maltese expectations over time, all managers expressed that non-Maltese are happy to remain in the same position for a few months before they expect promotions, and if an opportunity arises they will certainly leave. This shows that once they increase their skills and knowledge, they want to improve in their careers.

4.5.3 Results for Hotel 3 - Line Managers Views from the Front Office, Housekeeping and Food and Beverage Departments

All the line managers agreed that the use of non-Maltese workers is good, however sometimes it is not enough especially now since some of them went back to their country because they lost their job due to Covid-19 or are working in a different sector.

Regarding motivation, the Food and Beverage manager remarked that "*since non-Maltese workers are earning more compared to their country, this keeps them more motivated*''. Also the Housekeeping manager mentioned that since they are away from their home country, this is an extra push for the foreigners to be more motivated.

Managing a varied workforce may present challenges as well as opportunities; the Front Office manager and House Keeping manager mentioned that "*if the non-Maltese worker is not able to communicate in English, this can be a big problem. Being a front liner one has to understand the needs of the guest otherwise will not deliver a proper service*''. The Food and Beverage manager also described that sometimes in his department there are also cultural clashes. This means that having individuals with different cultures, nationalities and religions working together, conflicts may arise, and these need to be addressed.

For the benefits, having a diverse workforce means having a "*variety of different views*'' (Front Office), "*better decision making*'' (Food and Beverage), and presenting the hotel as a "*desirable environment to work in*'' (House Keeping). As a result a company made up of varied people promotes an inclusive environment.

From their experience the line mangers mentioned that Maltese staff enhance the atmosphere and the authenticity of the destination, however natives refuse to work in this industry. Most travellers are aware of the situation that the hotel industry is facing. However, through training given to non-Maltese we can still promote the destination.

All the departments commented that employing 90% of the total workforce as non-Maltese would not be ideal; a balance needs to be achieved as clients expect the local touch, however the Food and Beverage manager remarked that "*Maltese are not interested to work in the hotel especially in the restaurant, this left us no choice but to hire non-Maltese*''.

To make the non-Maltese welcome and have a better relationship with them, outside working hours the departments also organise a variety of events, for example a get together evening dinner. The Front Office manager pointed out that "*this will help the non-Maltese*

members to feel welcomed, and to get to know each other so they feel incorporated to the team much faster''. This implies that the guests also profit from a favourable work environment in addition to the employees, because there is no pressure or tension among the team members.

For the last question all the line managers do their best to keep the staff motivated and deliver excellent service so they won't lose interest by time. At the end they all agreed that, once their confidence, talents and English language are improved, they route to better opportunities.

4.6 Questionnaire for Non-Maltese Employees

After successfully completing the interviews, the researcher than distributed questionnaires to non-Maltese employees working in the Housekeeping, Front office and Food and Beverage departments in the above hotels. The researcher decided to do the questionnaires as well, to learn more about their experience when working in the Maltese Hotel industry, and to know that the statements made by the managers were also supported from the non-Maltese workers as well.

The following findings were gathered together for the non-Maltese workers in the three hotels.

4.6.1 Factors for Choosing the Maltese Islands

Many factors might influence one's desire to relocate to another nation; many may think that the economy is one of the main aspects. However, this study revealed that a variety of other factors influenced foreigners to relocate to Malta.

Some participants mentioned that Malta was recommended to them by their friends or relatives who, were already living in Malta. On the other hand, other participants had already visited Malta before, and stated that, "*they had fallen in love with the island and the weather*''.

Others commented that they wanted to work in a country where the English language is well spoken, so they can easily obtain employment without having to learn the country's native language. Apart from the climate and the English language, some mentioned that they chose Malta because there is a short distance from their country, while others specifically chose Malta because of its history and culture.

Other participants mentioned that they came to Malta to study, either to learn the English language better, or else to study courses being offered by the institutions of Malta. This is because when compared to other countries, the courses offered in Malta are less expensive or free.

However, other participants commented that they left their country because of the lack of opportunities and the wage is very little compared to Malta, so they wanted to obtain a job in Malta that can offer better opportunities and a better pay.

4.6.2 Personal Experiences and Opinions on the Hotel Industry

All the non-Maltese workers who were questioned for this study reported that their experience with the hotel industry has been very positive for various reasons. Some mentioned that they were amazed by how they made them feel welcomed at the workplace. They also mentioned that they have a good relationship at the workplace with locals and other migrant workers. They also mentioned that they also have a positive leisure-time relationship as they often socialise off work.

Participants mentioned that they like to work in the hotel sector because;

- they meet new people every day,
- have different challenges,
- plenty of opportunities for growth,
- working in a fantastic atmosphere,
- a multi-cultural environment because there are a lot of foreigners working in this sector; and,
- lots of flexibility, because you can work on a shift-based roster and study, or do something else at the same time.

Other participants mentioned that they chose this sector because it was their first job and to get the experience. For these participants, it was easier to get a job in the hotel sector because for certain roles you do not need to have specific skills, and the hotel industry offers a lot of opportunities for those workers that do not have an educational background. They mentioned that their experience in this sector is very positive because they are gaining a lot of experience, and they are learning a lot because they are given training.

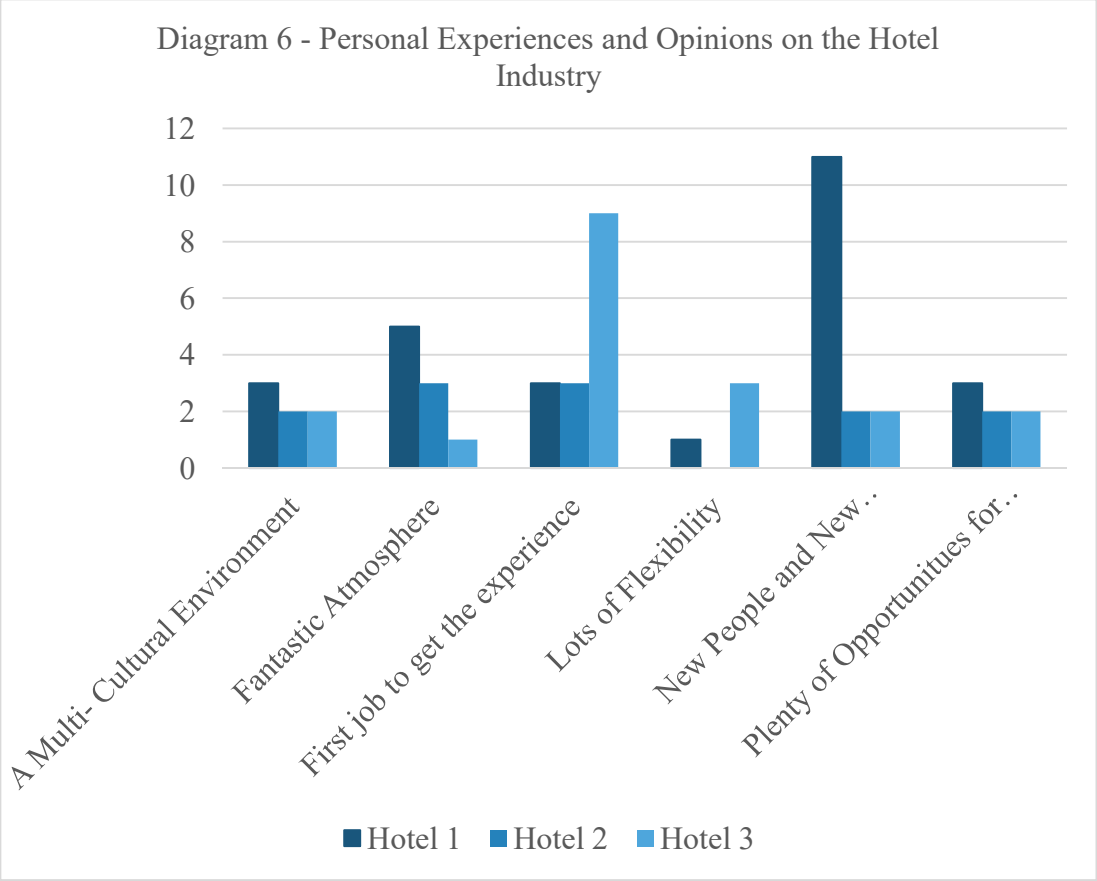

Diagram 6: Personal Experiences and Opinions on the Hotel Industry.

4.6.3 Factors Influencing Job Quality in the Hotel Sector

A quality employment is one in which one's work is recognised and respected and contributes significantly to the organisation's goals. The following working conditions should be offered if employers want to retain non-Maltese staff members in the hotel industry for the long term.

Participants had different opinions of what makes a good quality job:-

- Maintaining a good work and personal life balance: Working in the hotel industry might be stressful, so maintaining a work life balance helps to reduce stress;
- Being acknowledged, and appreciated: Participants mentioned that they feel motivated, valued, and appreciated for their work;
- Fair leadership from management: Managers should be trustworthy and honest with all the team members;

- Good conditions of work, pay, and reasonable hours: Being treated the same as Maltese nationals, and not being discriminated against or abused because they are not Maltese;
- Good job Environment: Having a supportive atmosphere and a culture of trust among all employees;
- Good Relationship with management, and other team members: Knowing that others are eager to assist you, and support should the need arise;
- Safe work environment, being trained well, and having the right equipment to work with;
- Are provided with opportunities to develop new skills through training, and learn from one another;
- Respect, and better communication between team members: To understand each other's perspectives to build stronger relationships.

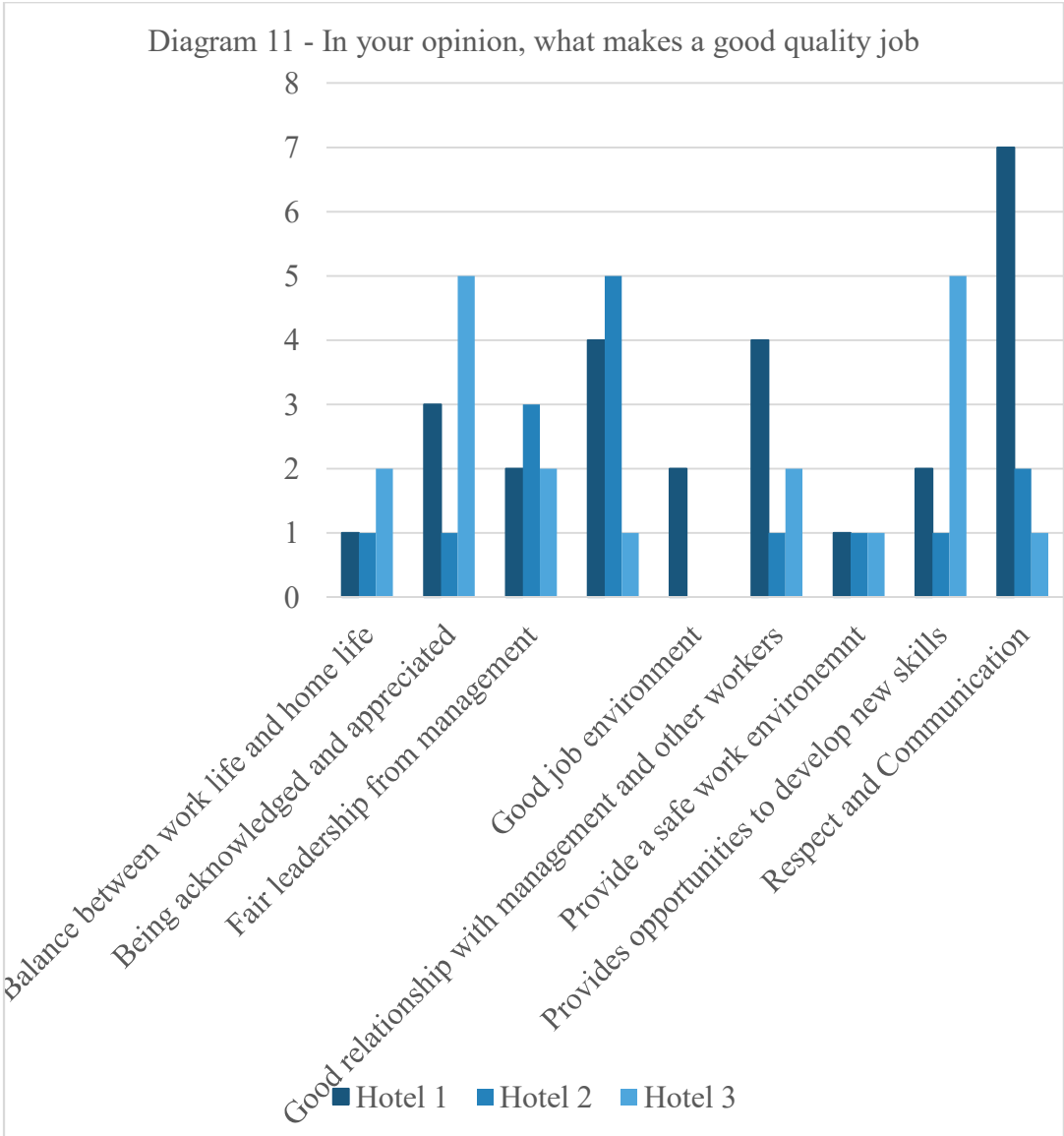

Diagram 11: Non- Maltese workers opinion of Good Quality Job from Hotel 1, 2 and 3.

4.6.4 Training Programs Offered for Non-Maltese Workers

Training may provide employees with the knowledge and abilities needed to offer a guest-focused experience. Customers are more inclined to stick with a firm that delivers excellent customer service. Non-Maltese nationals mentioned that they feel respected and appreciated when they receive training.

From the data collected, all the participants were provided with induction training, on the job training, and quality standards training. All the participants expressed that the induction training helped them to understand the policies and the standards of the hotel. With the on-the job-training they learned what was expected from them and how they should carry out their

duties. Participants mentioned that, apart from the above, other trainings were offered to them such as Customer service, Health and Safety courses and Train the Trainer after some time employed with the hotel.

Non-Maltese workers expressed that with the training provided they felt valued because the company was investing in them.

4.6.5 Level of Education, Prior Employment, and Current Employment in the Maltese Hotel Industry

From this research, the author noticed that none of the participants held a supervisory or a managerial position. Although several of the participants had a higher level of education and held management positions in their countries, in Malta they were employed in low-skilled roles. This suggests that their managers did not value their skills and certifications.

The non-Maltese workers working in these hotels occupied the below positions:-

- Receptionist
- Telephone Operator
- Room Attendant
- Public Area Attendant
- Bartender
- Waiter

However it was observed that some other participants occupied the same position within the Hotel industry as they had back in their country.

4.6.6 Future plans

When questioned about their plans for the future, several participants expressed satisfaction with their current jobs in the hotel sector and wanting to gain more experience in order to advance in management. For example, one participant stated that he wants to "*keep moving within the hotel operations departments, and perhaps one day become a general manager of a property*."

Others wish to improve their English language skills so that they can advance in their career in this industry or other industries. However, it was also mentioned that as a result of the pandemic hotel jobs are insecure, and they would like to work in a different field, such as

the gaming sector, or other industries that were not badly affected by the pandemic and in sectors that offer a better work life balance.

4.7 Conclusion

Overall, the data gathered for this research focused on the most essential aspects of the study. The qualitative way in which the research was done provided the researcher with detailed experiences. The data from the interviews mainly shows the managers' perceptions and the impact on the Maltese Hotel Industry when employing non-Maltese workers. The data from the questionnaires showed why non-Maltese workers chose a job in the Maltese hotel industry, and their experience so far.

The next chapter will focus on discussing the findings which were gathered through the interviews and the questionnaires. The researcher will then move on to discuss the findings in relation to literature.

Chapter Five: Discussion

5.1 Introduction

The purpose of this chapter is to examine the study's results in relation to the aims and objectives outlined at the beginning of the dissertation. The results of this research will also be contrasted with those of earlier studies related to similar topics. The following section includes the limits of this research, as well as any potential improvements that could be done for this research.

5.2 Outcome of the Study

This research set out to find more about Managers' perceptions of the impact of employing non-Maltese workers, and the results of having a diverse workforce in five-star hotels. This study performed qualitative research at three five-star hotels by first interviewing key management personnel. The information gathered for this study focused on non-Maltese workers, explored manager's opinions, and examined how non-Maltese impacted the workplace in both positive and negative ways. Secondly, the questionnaires sought to better understand the perspectives and experiences of non-Maltese employees working in these hotels.

The main themes that came out from this study, from the top management and line managers, were:

- the hiring and selection processes;
- specific roles being difficult to fill in;
- opportunities and challenges of a diverse workforce;
- non- Maltese workers' skills;
- motivation and performance;
- training;
- relationships;
- non-Maltese nationals' expectations over time;
- tourist experience; and,
- the Covid-19 situation.

The main themes raised by non-Maltese employees were:

- why they chose to work in the Maltese islands;
- why they chose to work in the hotel sector;
- their experience so far;
- the definition of a good quality job;
- training;
- their level of education;
- whether or not they are employed in a position that is appropriate for their skills; and,
- their future plans.

5.3 Top Managers and Line Managers

5.3.1 The Recruitment and Selection Process

The outcome of this study shows no significant difference in the selection process whether non-Maltese staff were hired, or not. However managers have expressed that careers in the hotel sector stopped being so attractive for local workers, so they need to recruit human capital from other countries. This demonstrates that migrants do not push out native employees, but are rather employed because locals are unavailable (Martins, Piracha and Varejao 2018). Regarding the problems in recruiting staff for certain hotel departments, the research showed that Covid-19 made it more challenging to find staff, since some of them left the country or moved to work in another sector.

Managers expressed that employing migrants has its benefits as well. Noja and Cristea's (2018) research shows that immigrants are competent, reliable, work harder, and are respectful and highly dedicated.

5.3.2 Key Roles Difficult to Fill

From this research, non-Maltese employees are seen as essential workers to fill in difficult roles such as waiters, room attendants, kitchen stewards, cooks and receptionists. The results highlight the necessity for the hotel industry to hire members of this group, to fill in positions that local workers are reluctant to work in.

5.3.3 Opportunities and Challenges when Managing a Diverse Workforce

The hotel managers seem to share the same ideas about opportunities and challenges when managing a diverse workforce.

A common point brought up in conversations were the agreement that a varied workforce helps to achieve the organisational goals better than a non-diversified workforce. Managers expressed that when having a diverse workforce, employees will have different skills and ideas which can benefit the company. They will also speak a different language, which is also a benefit since hotels have international clientele. Additionally, managers may learn about various cultural and gastronomic trends from their workers, which will help them to enhance and better the visitor experience. According to D' Netto et al. (2013), non-locals get their own unique, and personal experiences, abilities, and talents to the workplace, and diversity fosters innovation and creativity. These authors claim that their research demonstrates that having a diversified team improves the quality of decisions made because there are additional ideas being brought to the table, and also increases the organisational effectiveness and efficiency. Therefore, staff members with various viewpoints and backgrounds help with problem-solving.

On the other hand, the interviewees discussed the challenges in managing a diverse workforce. One of them is the linguistic barriers (Dawson, Neal and Madera, 2011). In fact, the managers noted that many non-Maltese employees have lower levels of English proficiency, which might compromise the level of customer service provided. The difficulty of communicating amongst employees in the workplace is made worse by the diversity of their native tongues and cultural backgrounds. Therefore managers expressed that it would be problematic to have 90% of the overall workforce as non-Maltese; a specific percentage of native or competent English-speaking staff should be present to assist the guest better. Language differences can lead to misunderstandings and inefficient collaboration. These findings also demonstrate that due to language barriers, firms that employ migrants must consider the need to offer assistance, with the housing, work permits, and health-care services, such as vaccination.

Managers noted that, because employees come from different cultural backgrounds and occasionally hold different viewpoints, interaction might result in disputes and cross-cultural conflicts. According to Denton (1997), conflicts can arise easily in multicultural workplaces since people from diverse ethnic origins tend to protect and defend their own culture. One of

the managers noted that occasionally in his department there are cultural clashes and these need to be addressed immediately.

5.3.4 Recognising Foreign Qualifications and Work Experience of Non-Maltese Workers

Many employers interviewed believe that foreign employees should be offered employment either at the back of house or positions with minimal guest contact, such as the housekeeping and kitchen departments. This may also reflect in having language difficulties. Connell and Burgees (2009) discuss that language proficiency is a drawback in the hiring process, resulting in immigrants performing low skilled occupations with little guest contact. As a result, the abilities of many foreign employees are underutilised in the labour market. According to the findings among the three hotels, the level of responsibility mostly offered to non-Maltese workers is of an entry level position. Managers expressed that a lot of non-Maltese workers, although they hold a high level of education, are working in entry level positions in order for them to secure a job and start earning money. Grant (2008) had a similar opinion when he claimed that, many employers did not evaluate the qualifications and work experiences of migrants obtained in other countries, and employers offered them low skilled positions.

Employers also claimed that a large number of non-Maltese workers had other educational backgrounds and did not study any programmes related to hotel employment. Previously they used to work in other sectors such as education, healthcare, finance, retail and administration. This is consistent with the assertion made by Devine et al. (2006) that some international workers are over-qualified for the requirements of the position.

5.3.5 The Motivation and Performance of Non-Maltese workers

Interviewees were requested to comment on the motivation and performance of non-Maltese workers. They have claimed that non-Maltese workers are loyal, highly dedicated and always want to work extra hours. For motivation, factors such as working in a team, having friendly co-workers, and working in a positive environment is an important motivator for them since they are away from their country and their relatives. However, a lot of participants argued that since they earn more compared to their country, money is a significant drive for them. One manager mentioned that, with the money earned, non-Maltese workers can also financially help their families by sending money to them in their home countries.

5.3.6 Training Programs Offered to Non-Maltese workers

The majority of the managers stated that induction programmes were provided to all employees so that they could become familiar with the company basics, policies and procedures. If they perceive that the employee is dedicated and eager to learn, they may eventually offer other short courses, such as health and safety, and customer care. As Failte Ireland (2005) states, this situation most likely reflects the idea that foreign employees are here for a short time, and do not need to be included in educational programs. According to one respondent, training is frequently seen as an expense rather than a benefit, and should be maintained to the absolute minimum.

Unfortunately, none of the hotels claimed that they provide multi-cultural training, which is essential to increase, and improve cross-cultural skills among culturally diverse employees. According to Wood (2004), diversity training may significantly help to reduce employee ignorance by fostering a more culturally richer atmosphere.

5.3.7 Relationship with Non-Maltese Workers

As recalled in the findings, another aspect stressed by the majority of the line managers was their desire to build positive relationships with non-Maltese in order to help them in their integration into the workplace. Some effective strategies have been found in this study, to support international workers for better integration and socialisation. Managers organised social activities such as football tournaments and after work get together in order to develop close relationships with the employees and better understand their personalities and histories. This made it easier for newcomers to settle in and feel at ease at work. As Janta et al. (2012) stated, having a good relationship with the others is a sign of an effective organisational culture.

The departments noted that having a good relationship between workers is essential to facilitate a challenging working environment; socialising together they will get to know each other better, and have respect for each other. Devine et al. (2006) expressed a similar viewpoint, emphasising the need to encourage further integration, and socialisation of overseas employees with native staff, so that they will recognise and appreciate cultural differences.

5.3.8 Non-Maltese Expectations Over Time

Managers were questioned on whether non-Maltese workers preferred to stay in this industry, shift to other industries, or go back home. The results of this study support Devine et al.'s (2007) conclusions that international workers see this industry as a stopover on the way to something else. According to these interviews, managers reported that people expect promotions, or to change industries after acquiring some experience and improving their English. These findings indicate that job advancement needs to be carefully considered by managers if they want to look at migrant labour in the long run.

5.3.9 The Level of Service Offered by Non-Maltese Workers

When this area was explored, managers were almost evenly divided on this matter. Some were adamant in their view that non-Maltese workers do negatively impact the level of service provided to guests. According to this study, managers expressed that some customers have made negative comments when being served by people who are not Maltese natives. Employing individuals with diverse cultural backgrounds, who are required to give a service to an international clientele, will likely result in miscommunications that might irritate both the staff and the consumers. Some interviewees complained that non-Maltese staff do not have the hospitable attitude to deliver a five-star service, lacked the necessary knowledge to assist clients, and lacked the ability to enlighten them about the island's culture and history. Although the managers and line managers knew that they need to help non-Maltese employees with continuous training so that the tourism experience is not affected, they were unable to give us any information on the measures they or the hotel were doing to address this issue.

Other management respondents however disagree, insisting that the contributions of non-Maltese workers positively enhance the service of delivery operations by adding value. According to several respondents, the employment of non-Maltese workers does not affect the tourism experience, because after a few months they understand how to treat the guest appropriately; and their multilingual abilities, and ethnic backgrounds enrich the quality of service provided to the guest. Non-Maltese workers are seen as good workers who do their utmost to support the service delivery process, and the success of the organisation, so managers believe that through training they can still promote the destination.

5.3.10 Covid-19 and the Hotel Industry's Future

According to the results, hotel managers concurred that COVID-19 should be used as an opportunity to increase the sector's attractiveness to non-Maltese workers in order to entice them to re-enter this industry after COVID-19. It is now time for actors to band together, create, and grow a new, more economical, environmental and ethical workplace. The sector should seek to enhance the living and working conditions of its migrant employees, as well to identify and address cases of labour exploitation, and to set up ethical hiring practices.

5.4 Key Findings from Non-Maltese Workers

The information obtained through the questionnaire with the non-Maltese employees helped the researcher to confirm several claims made by the hotel management personnel. Particularly, the researcher discovered that the majority of non-Maltese workers came to Malta to study the English language and gain experience; this was also confirmed by the managers during the interviews. This confirms that when employed in the hotel industry this might have an impact on the service delivery. As confirmed by the managers this will lead to communication issues, because they do not know how to interact with the guest. This study also confirmed that few people were specialised in the hotel industry because some of them were either students, or working in other sectors, so the hotel industry offered them an easy entry into the labour market. Both the managers and non-Maltese employees confirmed that although they have the skills and the qualifications, they were still underemployed in low-skilled positions.

The outcomes listed below assisted the author in supporting the hotel management findings.

5.4.1 Factors for Choosing the Maltese Islands

As suggested by Gibbs (1994), potential labour migrants tend to obtain knowledge about the nation they wish to relocate to prior to migrating, either by visiting, or by asking family and friends. In these findings, other pull factors were mentioned that influenced their choice to move, live, and work in Malta as already mentioned by some of the managers. When questioned about the factors that affected their choice to visit Malta, most of the non-Maltese workers mentioned that they wanted to work in a country where the English language is widely spoken so they can learn it better, and one can easily obtain employment without the need of prior experience. Others chose Malta because of its weather, culture and history and short distance from their home country.

In addition, as also confirmed by the managers, the possibility of a better life abroad, and unemployment at home are factors that influence people's decision to consider migrating. Many respondents revealed that they choose to migrate mainly because of limited job opportunities and low pay in their home countries.

5.4.2 Personal Experiences and Opinions of why they chose to work in the Hotel Industry

Non-Maltese stated that, jobs in the hotel industry are seen as easier to obtain and are a good way for learning, and improving language abilities, are flexible, are an ideal first employment to gain experience, offer opportunities for growth, and have a great atmosphere since you are working in a multi-cultural workplace and meeting new people every day. Non-Maltese employees are also motivated in working in this industry because no specific requirements are needed. Additionally, there is no requirement to be fluent in English, because language skills can be developed while employed in the sector before moving on to another.

From the perspective of the employer, non-Maltese workers are seen as a positive solution to filling in empty vacancies in the industry, however they complained that these workers have a communication problem, and so service can suffer. For the short term the advantages are clear, however difficulties in the long term must be addressed. Devine et al. (2007) also hold the same opinion, stating that to improve the quality of the persons employed, tuition courses can be organised in the hotel or in a college. This will improve the quality of those working there and therefore improve the quality of service provided in hotel organisations. This can be seen as a beneficial activity for the employer and the employee, because jobs will be more appealing for non-Maltese workers who are looking to improve their language abilities; this makes them more driven to learn and develop their skills. Understanding their motives and assisting them in their professional growth may encourage these employees to stay employed in this field, which would have a good effect on the industry.

Regarding their experience so far, within and outside the workplace, many non-Maltese workers reported that they are satisfied with the treatment that they have received. The majority confirmed that they have a positive relationship with the locals and other migrant workers, they also confirmed that they socialise outside the workplace, which was also confirmed by the line managers. As stated by Janta et al. (2012), in a diverse workplace, having a good relationship with the ‘other’ where workers feel valued and appreciated, reflects an inclusive workplace. In addition, none of the non-Maltese workers mentioned that

they were victims of abuse, harassment or unfair treatment, even though in the literature it was mentioned that these types of incidents are not rare within the industry (Poulston, 2009).

5.4.3 Factors Influencing Job Quality in the Hotel Sector

The most common variables of job quality across the participants of this study included a balance between work and personal life, acknowledgement and appreciation, fair leadership, a balance between wage and conditions of work, mutual respect, safe environment, good relationship with colleagues, opportunities to learn, and working in an inclusive workplace. If managers want to invest in their employees for the long run they should provide the above-mentioned job quality characteristics.

The results are in line with those of other studies. According to Milman (2002), flexible working hours, quality supervision and support, group cooperation, and a positive team atmosphere improves employee retention. According to Janta et al. (2012), having positive working relationships with superiors and co-workers may be used as a source of satisfaction, as it may make up for bad working conditions. When having good relationships, employees become bonded to their jobs and co-workers because they feel valued, respected, fairly treated, and appreciated for their hard work (Korczynski, 2003). This also explains why in this study, it was seen that managers are making appropriate efforts to integrate workers from other countries and establish good relationships with them.

5.4.4 Training Programs Offered to Non-Maltese Workers

Respondents mentioned that induction, on the job, and quality standards trainings were offered to them; this enabled them to understand what was actually required from them, as well as their duties and responsibilities. Other short courses such as customer service and health and safety training to help them carry out their duties were mentioned.

However, none of the non-Maltese workers mentioned that they received any language or cultural training, this was also confirmed by certain managers who stated that training should be kept to a minimum because it is expensive. According to Baum et al. (2007), employees need to get cultural training in order to make them aware of the benefits and requirements of diversity, and to broaden their ability of how to interact with individuals from different cultural backgrounds.

5.4.5 Level of Education, Prior Employment, and Current Employment in the Maltese Hotel Industry

The research findings indicate that many participants before moving to Malta and entering the hotel industry were either studying or working. For those that were studying, when they came to Malta this sector must have been their first experience of employment. The study also indicates that the respondents possess a good level of education, with many of them having earned a tertiary degree. Within this study, only one respondent previously studied hospitality. Other educational backgrounds, including those in nursing, education, accountancy, and languages, were also discovered via this research. This is consistent with Devine et al. (2006) stating that international workers have excellent education levels, which may occasionally make them overqualified for the needs of the job.

Before moving to Malta, most of the participants had positions in the hotel industry, some of which included management or supervisory responsibilities. Other participants held jobs in the private, retail, or construction industries.

The study shows the same pattern for those respondents that had their last job in the hospitality industry. Now in Malta they are occupying either the same position; those that had a managerial or supervisory job in their country now have a role in the same department but at a lower level. None of the respondents occupied a supervisory or managerial position, only the lowest positions were mentioned such as receptionists, room attendants, and waiters and bar tenders. The reason for being employed in low paying occupations, is because their certificates are not be accepted in the country of destination (Janta et al., 2012). One of the managers verified this, claiming that one of the room attendants had a degree but could not utilise it in Malta since it was not recognised.

5.4.6 Future Plans

Non-Maltese workers were asked about their future intentions, whether they will be staying or leaving the hotel industry. The study found that respondents' intentions to remain in or leave this industry were divided.

Mainly those participants that wish to stay in this industry wish to get more experience, in order to advance to a better position, or in the future open something related to the tourism industry of their own.

On the other hand, most of the respondents' future steps would like to leave this industry once they have more experience and have acquired better knowledge of the English language. The results demonstrate that many people consider employment in the hotel industry as a temporary one. With regards to the location of employment, only a few mentioned that they would return back to their country, the majority of them intend to advance their career in Malta. This means that many of the non-Maltese workers are interested to continuing to live in Malta.

The research revealed that a significant number of participants would leave this industry, because during the pandemic their employment became insecure, and many of their co-workers lost their jobs and had to find new jobs or return to their home country. Top managers also stated that Covid-19 has been a game changer, and action must be taken to enhance working conditions and make the hotel sector a viable career choice. Other respondents mentioned that they would prefer to change jobs due to the poor pay, lengthy hours, and stressful nature of their current position. Finally, a number of respondents expressed a desire to move to other economic sectors, such as the gaming sector, healthcare, and administration.

5.5 Conclusion

The findings of this research answer the main question. From the results managers have realised that managing a diverse workforce has its challenges and benefits. The managers of the three hotels evaluated that the benefits outweigh the challenges. If diverse employees are trained, equally treated, and respected, employees are more satisfied, and this leads to happier customers, and a positive impact on the hotel performance.

Non-Maltese workers confirmed some of the claims made by managers. They also emphasised what a good quality job is for them, and explained they entered this sector as it was easy to obtain employment and to learn the English language. Many participants, however do not view it as a long-term career since it is stressful and insecure due to the pandemic.

This chapter discussed the findings in relation to the aims of the research, as well as the study in relation to previous theories of a similar nature. The next chapter moves on to conclude the research, as well as provide future recommendations, as well identifying the study limitations.

Chapter Six: Conclusion

6.1 Conclusions

From this research one theme that keeps coming up from the managers is that the locals are not interested in working in the hotel sector due to its negative image, and have turned their attention to different sectors and occupations. Having earned this negative image, hoteliers are facing recruitment challenges, and as a consequence of this they are recruiting international workers. Non-Maltese workers are viewed to be dedicated, committed, and willing to work hard.

Since managers are responsible for leading the team, they should carefully evaluate the opportunities and challenges of managing a diverse workforce. Although a varied workforce brings a variety of talents, abilities, languages, innovation, and creativity, the managers noted that if the diverse members are not managed and trained effectively, there may be language and communication barriers, cultural conflicts, customer complaints, interpersonal conflicts, and failure to provide a five-star service to the guests. A diverse workforce adds significant value to an organisation and embracing individual diversity will help the workplace to gain a competitive edge and increase efficiency. Managers should establish an atmosphere that is fair and safe environment with equal opportunities and challenges for all. For organisations to reap the full opportunities of a varied workforce adequate attention, knowledge, and management are required. When correctly managed, diversity is anticipated to significantly influence the achievement of organisational goals and provide a competitive advantage.

Organizations are aware that their training programs need to be improved and that they should be ongoing; simply providing an induction and on-the-job training is not enough. These people must be incorporated into the culture of the organisation. Since it was not mentioned in the findings, it is also important that mangers in charge are also in need of training of how to manage people from diverse cultural backgrounds. The local workers should also receive training so they would know what to expect when working with different individuals. As a result, multicultural training is crucial and needs to be made available to all staff. All non-Maltese workers should be introduced to additional training programs, such as basic knowledge on the Maltese local culture, and traditions, work ethics, and the English language. Such training can make them feel less stressed, especially if they have better communication and knowledge of the area's tourism attractions. Such training will improve their ability to provide consistently high-quality service and enhance the guest experience. In

order to effectively manage a diverse workforce, department leaders must pay close attention to their team and its members to learn from and about them.

This study also revealed that the skills and qualifications of non-Maltese workers were under-used. This is due to the fact that many managers believed that these workers could only perform low skilled jobs, are temporary, and are used as short-term solution to employment shortages. There is the need to acknowledge that non-Maltese employees represent a growing category of group of workers, thus it is important to recognise their skills and offer them promotion opportunities and career progression.

Some beneficial practices have been recognised from employers, for example the fostering of positive relationships and supporting international workers, by planning social activities to assist them in integrating with their colleagues and settling in to their new environment quickly.

The managers expressed that Covid-19 should be utilised to attract individuals to work in this field by simply making the environment more attractive, and career advancement more tangible.

The non-Maltese employees chose Malta as their new home due to the country's history, culture, and heritage, as well as the country's warm climate, frequent usage of the English language, and educational opportunities. However, some of the participants made the decision to leave their home country and come to Malta, due to a lack of employment options and low income.

According to the participants' personal experiences, they were surprised by the degree to which they made them feel at home at work, and that they get along well with their co-workers. They also mentioned how they frequently socialize with their co-workers outside of work, to get to know one another better.

Additionally, they indicated that they enjoy working in the hotel sector because you get to interact with different individuals each day, face a variety of difficulties, enjoy the working environment, and have a lot of opportunity to grow and advance in their career.

The participants indicated that a good quality job for them must give a work-life balance, decent working conditions, and a workplace that is safe, good, and that fosters a culture of trust among all employees.

Participants described that receiving fundamental training, including on-the-job training and induction training, made it easier for them to understand what was required from them when doing their duties.

However according to this study, despite their experience and high level of education, none of the non-Maltese were employed in management or supervisory positions. All of them occupied entry-level roles in the housekeeping, front office and food and beverage departments. These findings raised an interesting point that non-Maltese employees may be overqualified for the positions that they hold. This study cannot comment if employees by time eventually get promoted, but from the data gathered from the management, it shows that if by time the managers see that the candidate is motivated and willing to learn, they will give some form of career advancement.

Their opinions on whether they would continue working in the hotel industry or leave were evenly split. It was found that those individuals who wanted to remain in this sector wanted to advance to more challenging and skilled positions, with the goal that one day they would hold a managerial position. However, on the other hand, the majority of the participants want to leave this sector after they gain the experience and improve their English language. These results demonstrate that employment in the hotel sector is considered temporary, and a stepping stone to other opportunities. A number of participants expressed the desire to work in other industries such as the gaming industry, healthcare and administration.

The study also showed that a number of non-Maltese workers want to leave this industry because of how badly the pandemic had affected it, how understaffed it had become, and how their jobs were no longer secure because the majority of their friends had lost their jobs and had to go back to their country or find a job in other sectors.

6.2 Practical Recommendations

The results of this study provide a number of recommendations that managers may use to successfully manage diverse staff. According to this study, there is the need to further analyse the role of multicultural training to ensure the benefits of diversity for organisations. To remove workplace barriers, training for non-Maltese employees is essential for the benefit of the organisation. To promote the understanding of cultural differences, training goals such as increasing team-working between varied cultural staff, and strengthening cross-culturalism must be included. For non-Maltese employees, orientation programs might also be more developed; for instance, service training manuals could be made available in a variety of

languages. A basic handbook on Maltese culture and traditions would be a great investment for front-line foreign employees.

The Malta hotel industry must make long-term investments in order to hire a skilled workforce that will be more sustainable in the future. By completing a more comprehensive hiring process and carefully evaluating a candidate's curriculum vitae in greater detail, the industry could benefit from making better use of non-Maltese workers' abilities and certifications.

It will also be beneficial for non-Maltese employees to have a point of reference, such as Jobs Plus, where they can acquire all the information and support, they need to seamlessly integrate into Maltese society and receive the required documentation. For example, giving them practical advice on how to open bank accounts and get a Social Security number, or having staff members explain to them their rights and duties when working in Malta, would be helpful.

6.3 Future Areas of Study

Pursuing the line of investigation, a study on how local and foreign clients view the hiring of foreign employees in the hotel industry and the quality of services provided by them might be conducted. Such research might also enable us to determine whether customers treat foreign workers differently.

Educating students in the tourist and hospitality sector on how to manage a diverse labour force is another study that could be helpful. Students will learn how to recognize the potential barriers and benefits in a diverse workplace via this research. Future managers will benefit from this study's guidance on how to lead and develop a multicultural workforce.

More study and training for cultural diversity is required in the future. The study may pay particular attention on improving cultural diversity training in the hospitality industry. Additionally, it could offer more detailed instructions on what issues to take into consideration. This study will help hoteliers to understand and modify the attitudes of managers, and workers in the workplace by providing them with methodologies, and real-world examples. The study may offer a knowledge base for cultural diversity training and show the best teaching techniques and ways to design the training programme. Realistic action plans might also be created to provide guidance for cultural diversity training.

6.4 Limitations

Some limitations in this research must be addressed. To begin with, this research was limited only to the five-star hotel sector. In order to enhance and elaborate this research, it should be broadened to include other hotel properties. Furthermore, conducting the interviews was challenging because the data was gathered during the pandemic, and some hotels were understaffed so managers were extremely busy. This could have led to the fact that the interviewers felt under pressure and may have answered the question quickly without giving themselves enough time to think about it.

Additionally, when it comes to the non-Maltese workers, the author faced some linguistic problems because some of the non-Maltese workers did not understand the questions. Also, some non-Maltese workers were not completely at ease with filling in the questionnaire even though they were informed of its confidentiality and that they will remain anonymous.

6.5 Conclusion

To conclude, the hotel business offers a unique opportunity to learn about various cultures. A strong diversity vision is required when hiring international workers. If employers in the hotel industry continue to have a reputation for a lack of diversity at the executive level, talented workers from minority groups will be hesitant to enter this sector. Employee morale is boosted by diversity, and having diverse workers guarantees that different perspectives and ideas are presented. Hoteliers can only gain when a staff member uses his, or her own background to enhance hotel procedures, or contribute to discussions about workplace practices, so they should invest in these workers by providing them job opportunities and training. A diversified workforce will help the hotel to better understand and fulfil the requirements of its guests, who are likely to be a diverse group themselves as well. To conclude, a comment made by one of the interviewees;

"In general, everyone needs to learn to work with non-Maltese workers. We need to support them, and we must approach this area with an open mind. After all, they are here to stay.''

Chapter Seven: References

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Chapter Eight: Appendices

8.1 Appendix A: Interview Guide

8.1.1 Interview for General Manager, Human Resources Manager and Hotel Operations Manager working in five-star Hotels

Hotel Number:-_____

1. Why would your hotel be considering recruiting non- Maltese workers?
2. During the employment process, do you prioritise Maltese recruits? If so, why?
3. Are there any barriers or issues when recruiting non- Maltese workers? (Example: language barriers.)
4. What does the hotel benefit when recruiting non- Maltese workers? (Example: new skills to the organisation/ department)
5. In your experience, hiring international workforce can be evaluated as positive or negative?
6. In general, does one feel that non- Maltese employees in your hotel, are at a level that match their skills or are they under- employed (for example they have a degree but are employed as a kitchen attendant)?
7. The foreign labour force that you have in the hotel, are they in direct contact with the guest, or are given jobs at the back of house? What percentage of non- Maltese employees come in direct contact with guests?
8. Are there any specific roles within your hotel that are difficult to fill with Maltese? Why?
9. Is the hotel willing to invest money in coaching non- Maltese workers? (Example: offer courses, language training, etc.)
10. Due to the Covid-19 pandemic many non- Maltese workers lost their jobs and had to return back to their country. Should Covid-19 be utilised as a chance to make this sector more appealing in order to persuade non- Maltese workers to re- enter this sector after Covid-19. Please comment, if your hotel has something planned.

8.1.2 Interview for Line Managers working in five-star hotels

☐ Food and Beverage Department Hotel Number:-_____

☐ Front Office Department

☐ Housekeeping Department

1. Do you consider your company's use and balance of non- Maltese employees? Good thing/bad thing? Too many? Not enough?
2. Are non-Maltese employees more motivated than Maltese employees?
3. What are the opportunities and the challenges of a diverse workforce?
4. One of the barriers for non-Maltese workers is the lack of knowledge of local language and local culture, can you elaborate?
5. Do you think that non-Maltese labour force diminishes overall experience of the destination for tourists?
6. Do you agree that non-Maltese employees in direct contact with guests have to be familiar with the local culture, proficient in the English language, to provide quality and authentic experience?
7. What if your hotel had no non- Maltese employees?
8. What if your hotel employs 90% of them are non – Maltese employees?
9. Tell me about how non- Maltese employees are within the working environment? (Example; their behaviour, attitude, contribution, desire for progression, training and development, relationship with the local workers etc.)
10. How do non- Maltese workers' expectations change over time? (Example; once they've been assimilated into the role/workplace for a period of time).

8.1.3 Interview for the General Managers (for the pilot study)

1. Why would your hotel be considering recruiting non- Maltese workers?
2. During the employment process, do you prioritise Maltese recruits? If so, why?
3. Are there any barriers or issues when recruiting non- Maltese workers? (Example: language barriers.)
4. What does the hotel benefit when recruiting non- Maltese workers? (Example: new skills to the organisation/ department)
5. In general, does one feel that non- Maltese employees in your hotel, are at a level that match their skills or are they under- employed (for example they have a degree but are employed as a kitchen attendant)?
6. In your experience, employing foreign labour force can be evaluated as positive or negative?
7. The foreign labour force that you have in the hotel, are they in direct contact with the guest, or are given jobs at the back of house? What percentage of non- Maltese employees come in direct contact with guests?
8. Are there any specific roles within your hotel that are difficult to fill with Maltese? Why?
9. Is the hotel willing to invest money in coaching non- Maltese workers? (Example: offer courses, language training, etc.)
10. Due to the Covid-19 pandemic many non- Maltese workers lost their jobs and had to return back to their country. Should Covid-19 be utilised as a chance to make this sector more appealing in order to persuade non- Maltese workers to re- enter this sector after Covid-19. Please comment, if your hotel has something planned.

8.1.4 Questionnaires for Non-Maltese Workers working in the Hotel Industry

Nationality:-_____ Sex: □ M □ F

Age bracket: □ 18 – 29 □ 30 – 45 □ 46 – 64

Hotel Number:-_____

Occupation:-_____

1. What brought you to Malta?
   □Relatives
   □Climate
   □Short distance from Home Country
   □Language
   □Culture and History
   □Studies
   □Other, please specify

   _____

2. Why did you select to work in the hotel sector?
   □ A multi-cultural environment
   □ Fantastic Atmosphere
   □ Lots of Flexibility
   □ Meeting new People
   □ New Challenges everyday
   □ Plenty of Opportunities for growth
   □ Others, please specify

   _____

3. How long have you been working in the hotel sector?
   □ 1-2 years'
   □2-3 years'
   □3-4 years'
   □4-5 years'
   □more than 5 years'
   □Other, please specify

4. How do you describe your experience?

Positive

Negative

No Opinion

Other, please specify

5. In your opinion, what makes a good quality job?

Balance between conditions of work and pay

Being acknowledged and appreciated

Fair Leadership from management

Good Conditions of work (pay, no discrimination)

Good relationship with management and other workers

Provide a safe work environment

Provide opportunities to develop new skills

Respect and Communication

Others, please specify

6. Were you given any Training?

Yes

No

Please specify which training were you given?

7. What is your level of education?

8. Overall, how satisfied are you?

- ☐ Extremely Satisfied
- ☐ Very Satisfied
- ☐ Slightly Satisfied
- ☐ Not at all Satisfied
- ☐ Neutral

9. What is your level of education?

_____

10. What was your occupation before coming to Malta?

_____

11. What are your plans in the future?

_____

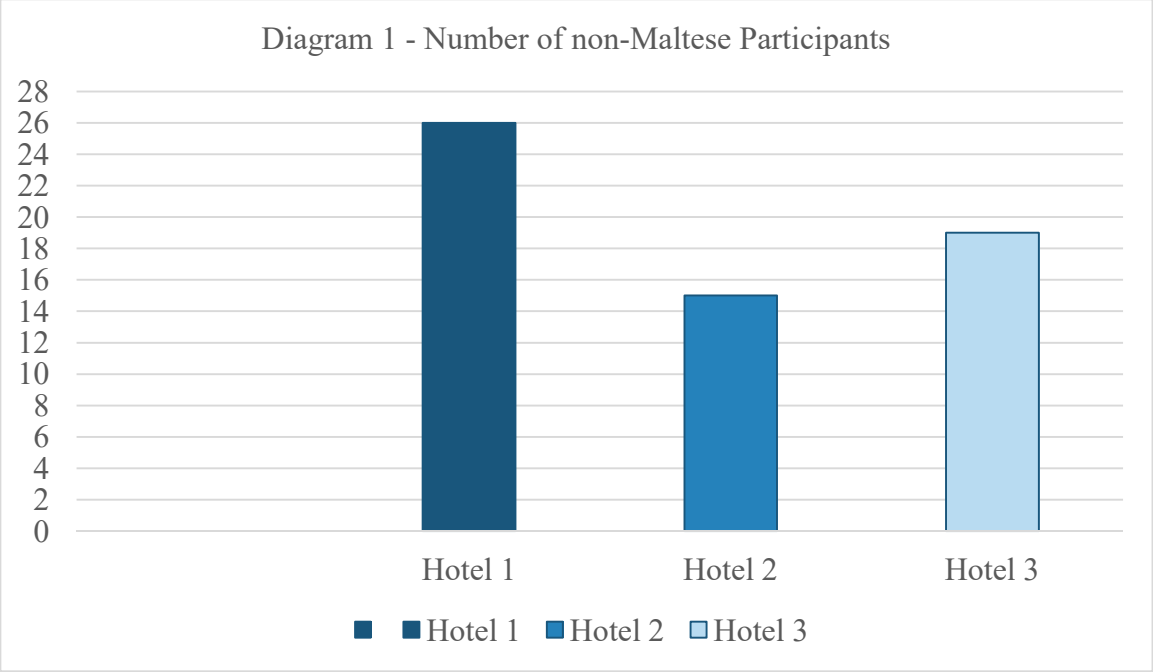
12. Would you consider an equally well-paying job, but in a different sector?

_____

8.2 Appendix B: Diagrams of Non-Maltese Workers Findings from Questionnaires

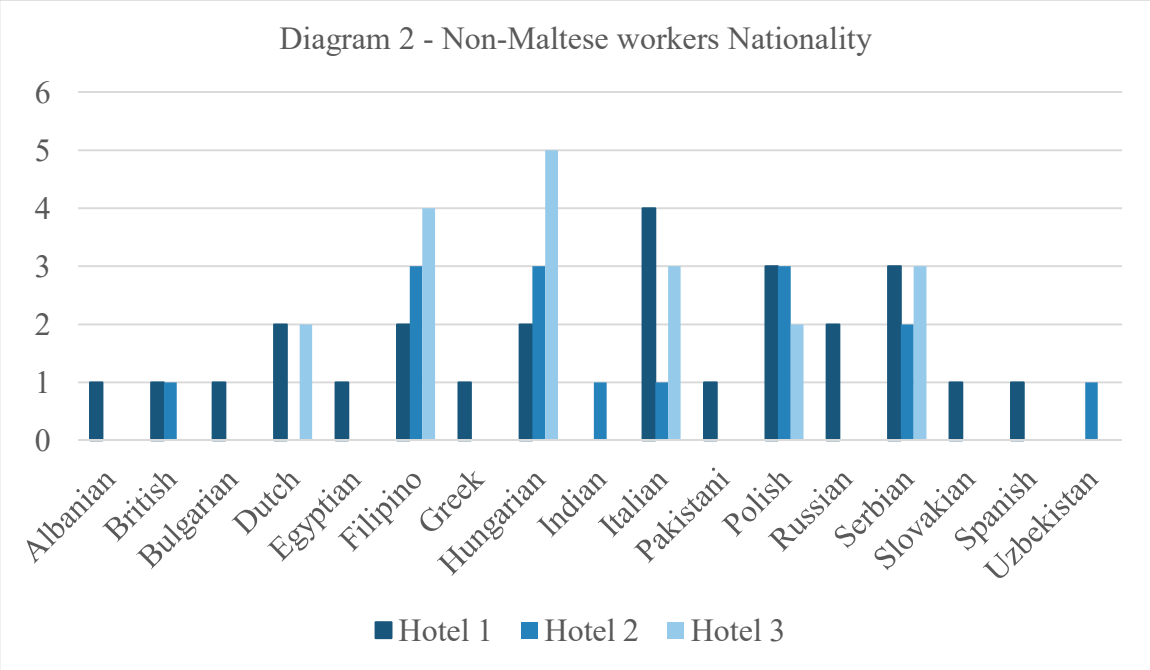
1. Gender of Participants

Diagram 1, illustrates the number of non-Maltese participants that participated voluntarily in this research.



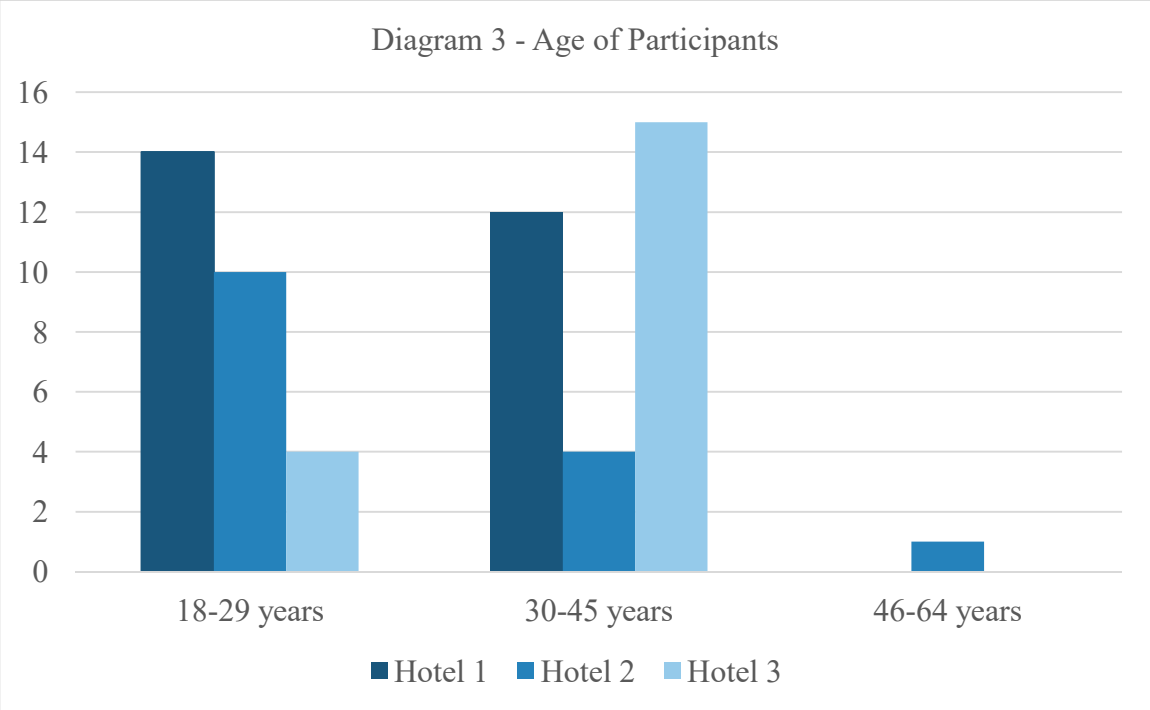
2. Non-Maltese Workers Nationality

Diagram 2, illustrates the Nationality of non-Maltese workers who participated in this questionnaire.



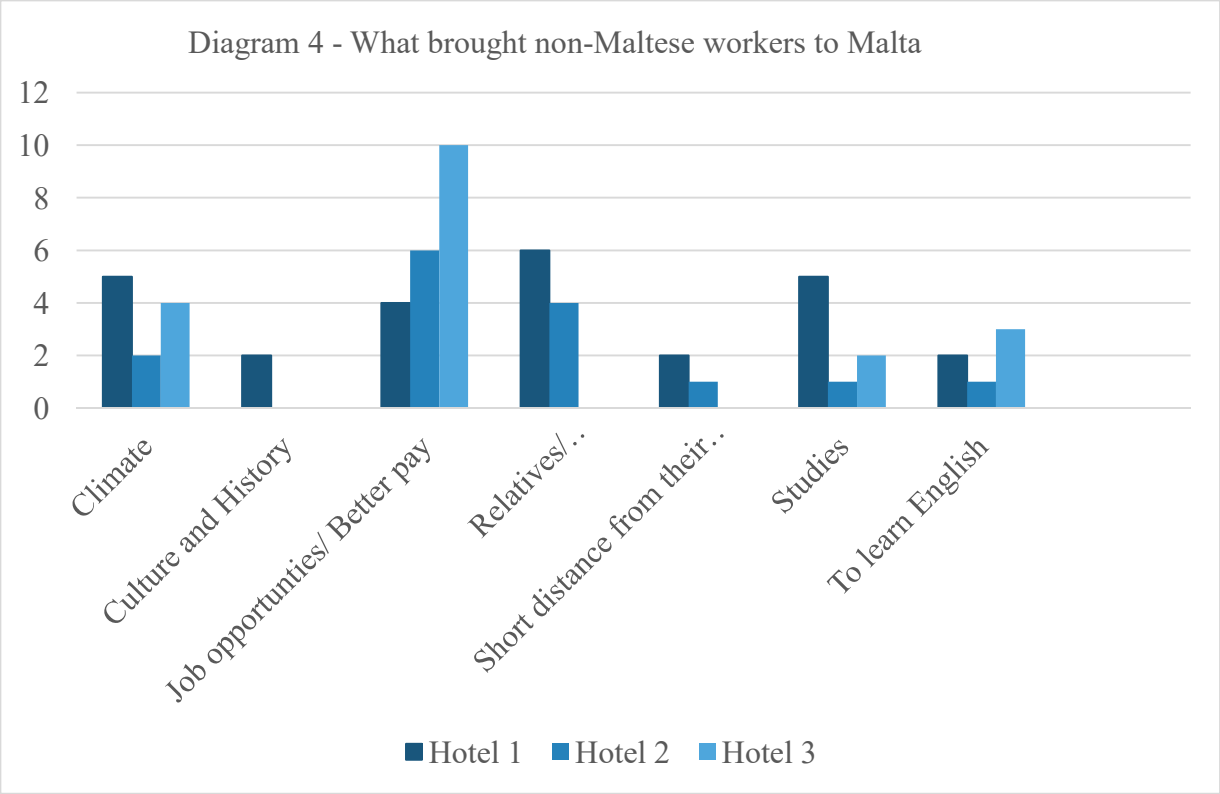
3. Age of Participants

Diagram 3, illustrates Age of non-Maltese workers.



4. Factors for Choosing Malta

Diagram 4, illustrates what brought non-Maltese workers to Malta.



5. Level of Education and their Occupation before and now

Diagrams 5.1, 5.2, and 5.3 illustrate the level of education of each non-Maltese worker, the occupation they had before coming to Malta and the occupation that they have now in the Maltese Hotel Industry.

Diagram 5.1- Hotel 1

Hotel 1 Participants	**Level of Education**	**Occupation before coming to Malta**	**Occupation in Malta**
1	College Level	Sales Assistant	Housekeeper Attendant
2	Master Degree	Bars Manager	Bartender
3	Bachelor Degree	Receptionist Coordinator	Receptionist
4	High School	Waiter Supervisor	Waiter
5	High School	Barista	Bartender
6	Bachelor Degree	Senior Restaurant Supervisor	Waiter
7	Secondary	Head Waiter	Waiter
8	Collage	Front Office Manager	Receptionist
9	Bachelor Degree	Student	Waiter
10	High School	Assistant Guest Relations Manager	Receptionist
11	Bachelor Degree	Flight Attendant	Telephone Operator
12	Bachelor Degree	Office Worker	Telephone Operator
13	Masters	Receptionist Shift Leader	Receptionist

14	Bachelor Degree	Sales and Marketing Assistant	Receptionist
15	Bachelor Degree	Receptionist	Receptionist
16	Intermediate in Commerce	Office Supervisor	Bartender
17	Bachelor Degree	English Teacher	Telephone Operator
18	Collage	Retail Supervisor	Telephone Operator
19	High School	Waiter	Housekeeper Attendant
20	Bachelor Degree in Hotel Management	Reception Shift Leader	Receptionist
21	High School	Student	Public Attendant
22	Master's Degree in Linguistics	Translator	Telephone Operator
23	High School	Student	Bartender
24	High School	Customer Service	Receptionist
25	High School	Senior Crew Administrative Coordinator	Receptionist
26	Master of Science	Transfer Pricing Analyst	Receptionist

Diagram 5.2 - Hotel 2

Hotel 2 Participants	**Level of Education**	**Occupation before coming to Malta**	**Occupation in Malta**
1	High School	Sales Assistant	Barman
2	Bachelor Degree	Clerk	Reception
3	Bachelor Degree	Nurse	Reception
4	BA in Accountancy and Finance	Finance Manager	Reception
5	Bachelor Degree	Telecommunication Executive	Reception
6	Bachelor Degree	Student	Reception
7	Diploma	Clerk	Waiter
8	Diploma	Administration	Barman
9	High School	Student	Room Attendant
10	Diploma	Student	Public Area Attendant
11	Collage	Carer	Housekeeper Attendant
12	Diploma	Barman Shift Leader	Barman
13	Highs School	Waiter	Waiter
14	High School	Head Waiter	Waiter
15	Collage	Bars Supervisor	Barman

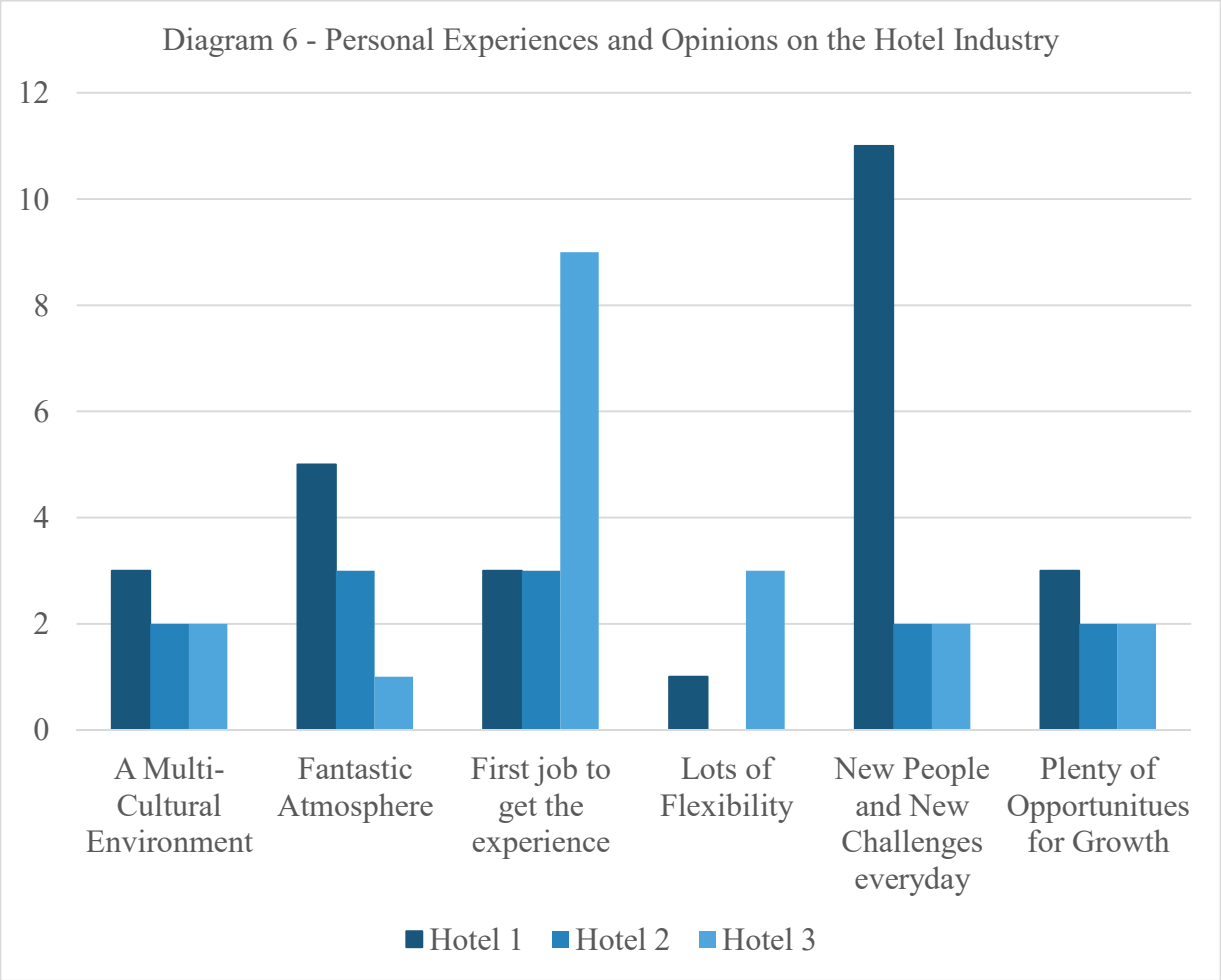
Diagram 5.3 - Hotel 3

Hotel 3 Participants	Level of Education	Occupation before coming to Malta	Occupation in Malta
1	Secondary	Construction	Public Area Attendant
2	Diploma	Retail	Reception
3	Secondary	Healthcare	Room Attendant
4	Bachelor Degree	Student	Reception
5	Secondary	Construction	Room Attendant
6	Secondary	Bars Supervisor	Barman
7	Diploma	Clerk	Reception
8	Secondary	Construction	Room Attendant
9	High School	Student	Waiter
10	Bachelor Degree	Accountant	Reception
11	Secondary	Construction	Public Area Attendant
12	Secondary	Student	Waiter
13	Diploma	Administration	Reception
14	High School	Student	Waiter
15	High School	Bars Manager	Barman
16	Secondary	Shop Assistant	Reception
17	Diploma	Factory	Room Attendant

18	Diploma	Reception Supervisor	Reception
19	Diploma	Telephone Operator	Reception

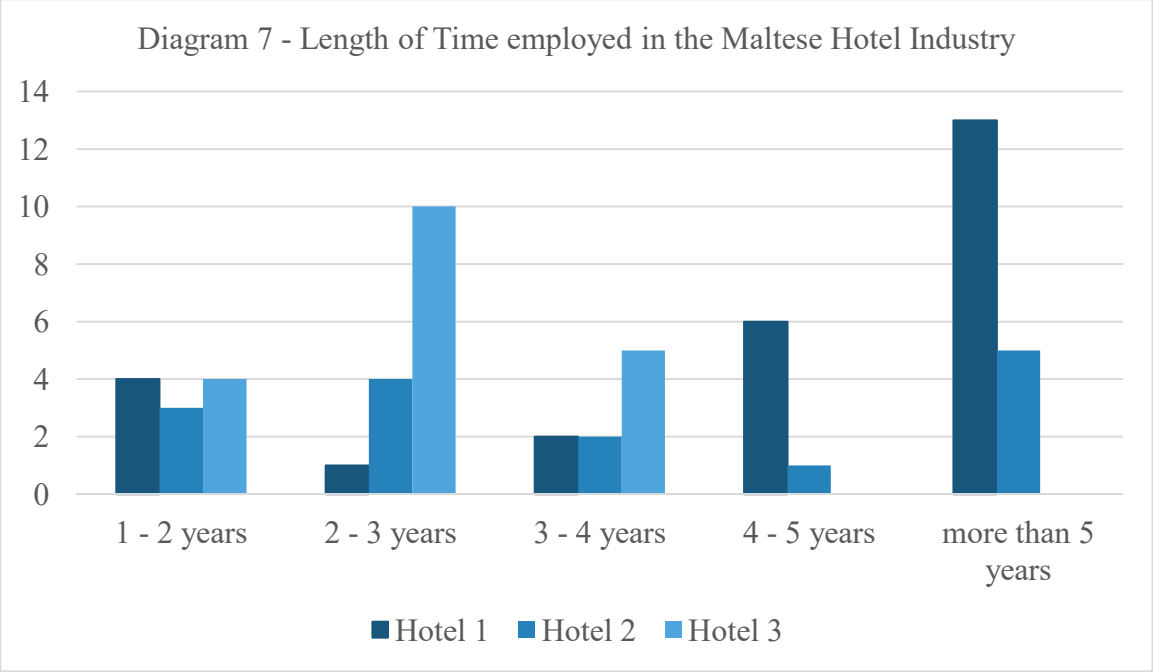
6. Personal experiences and opinions on the Hotel Industry

Diagram 6, illustrates personal experiences and opinions on the Maltese Hotel Industry diagram.



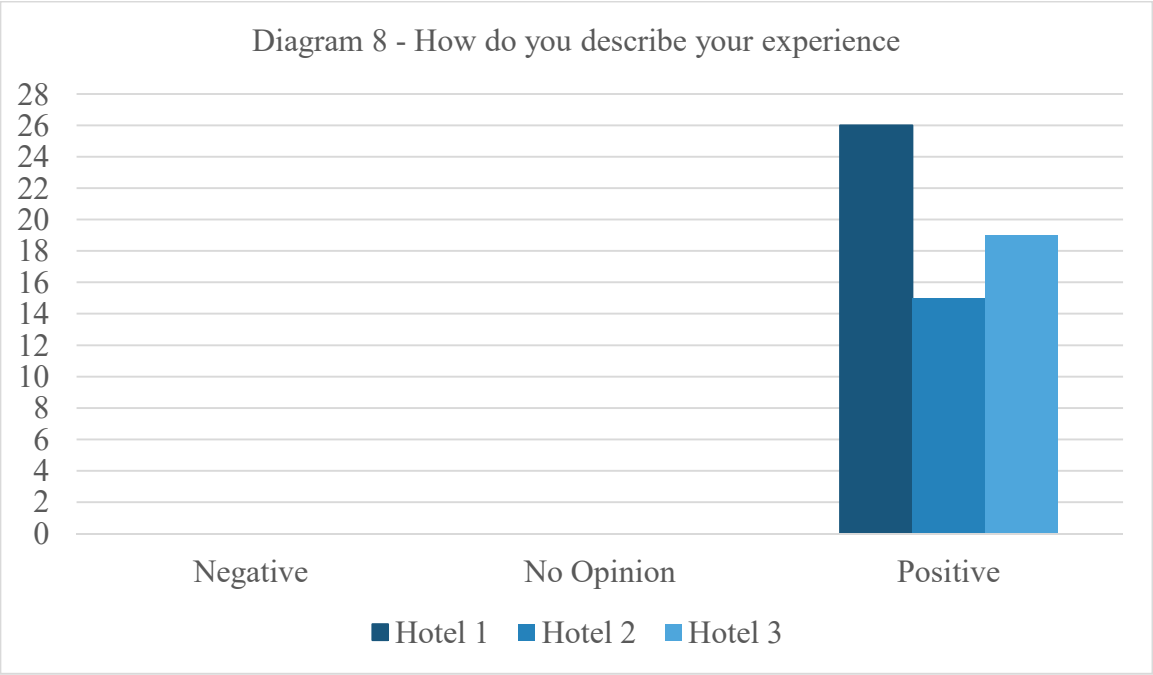
7. Working Period in the Hotel Industry

Diagram 7, illustrates how long non-Maltese workers have been working in the Maltese Hotel Industry.



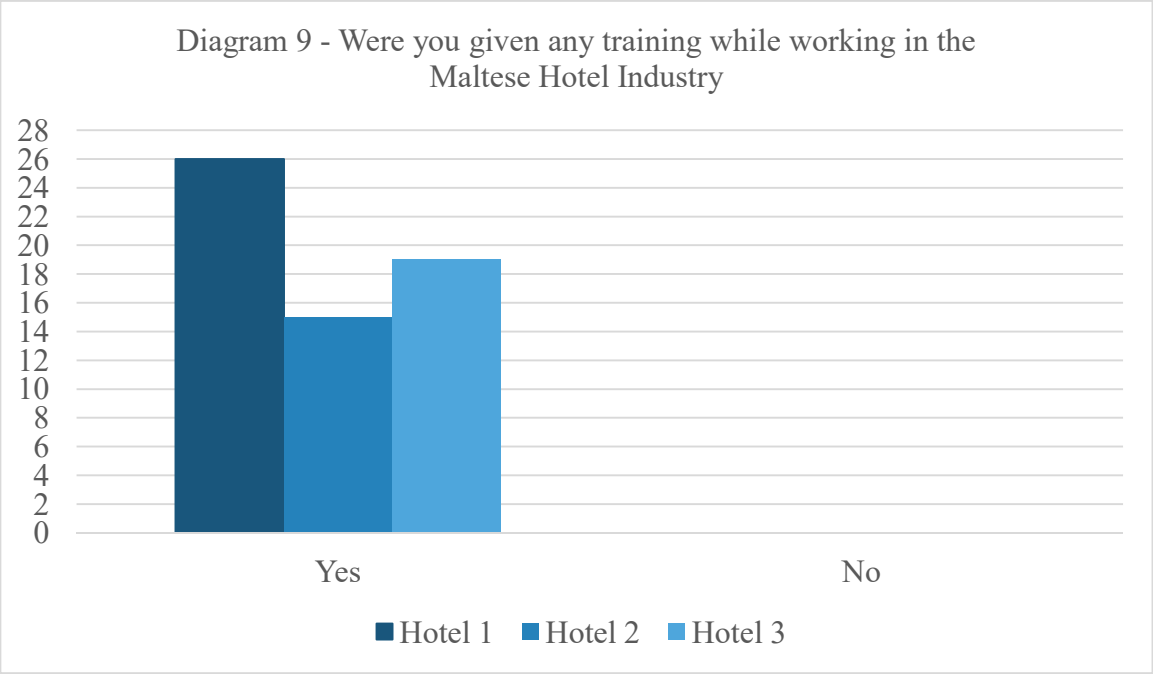
8. Experience in working in this industry

Diagram 8, illustrates the experience of non-Maltese workers working in the Maltese Hotel Industry.



9. Any Training given

Diagram 9, illustrates if non-Maltese workers were given any training while working in the Maltese Hotel Industry.



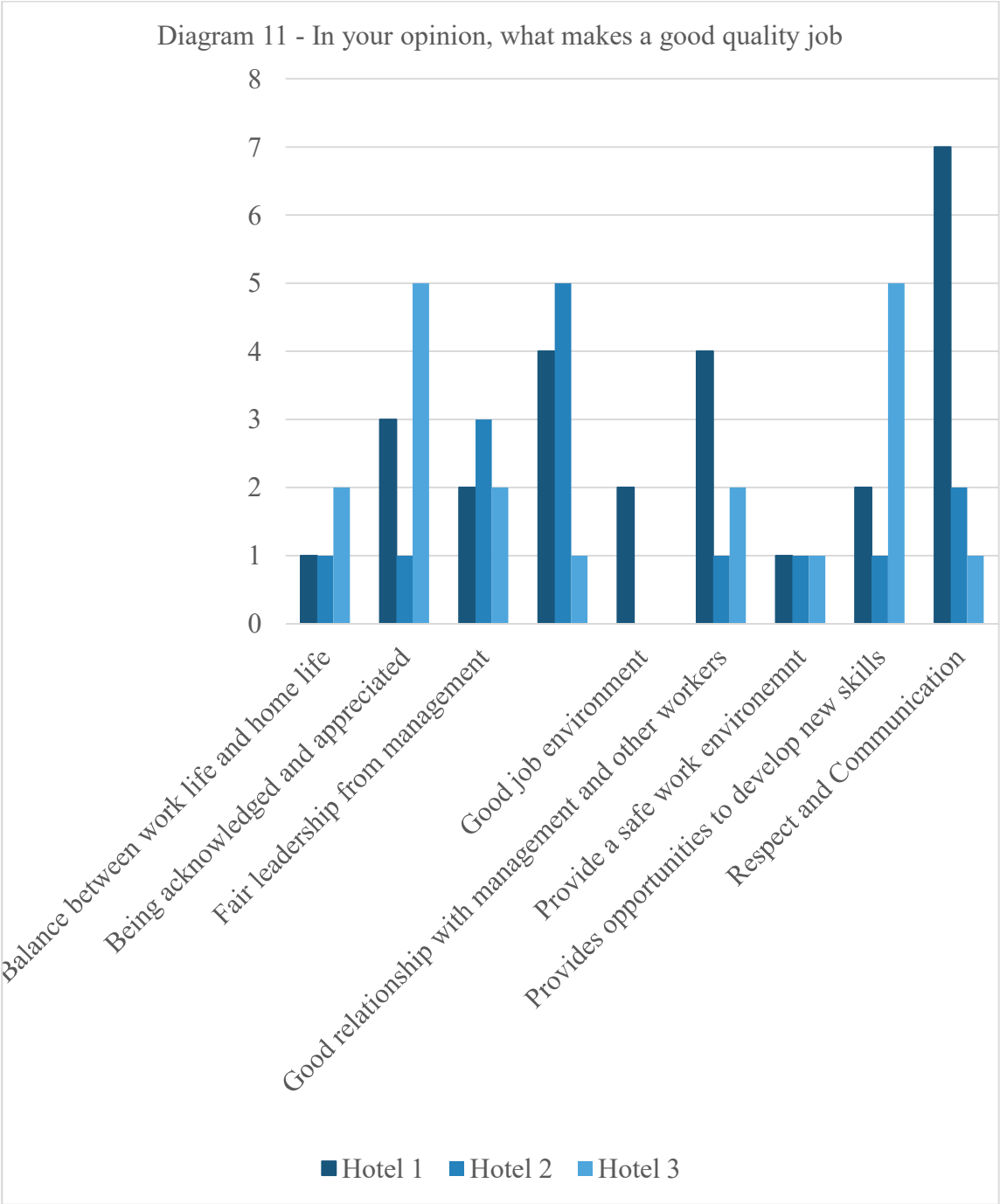
10. Type of Training given

Diagram 10, shows the types of training that were mentioned by non-Maltese workers.

Hotel 1	**Hotel 2**	**Hotel 3**
Induction	Induction	Induction
On the Job Training	On the Job Training	On the Job Training
Health and Safety	Train the Trainer	Quality Standards
	Customer Service	

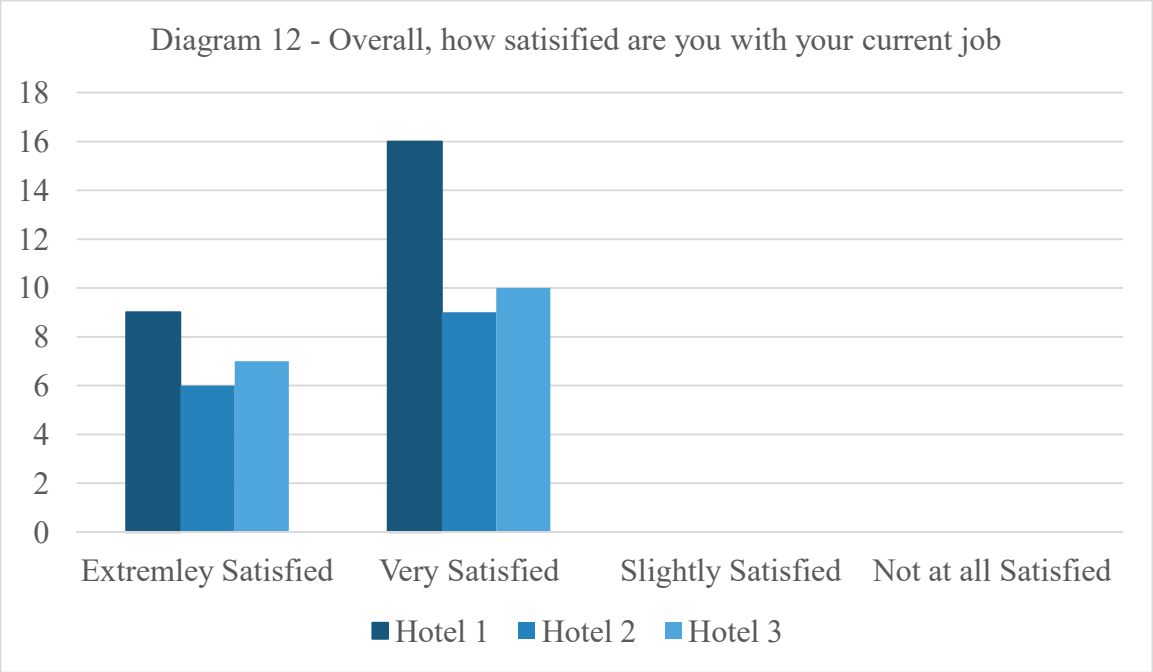
11. Opinion of a good quality job

In Diagram 11, non-Maltese workers expressed their opinions of what makes a good quality job.



12. Satisfaction with their current job

In Diagram 12, non-Maltese workers described how satisfied are they with their current job.



13. Future Career Goals

Diagrams 13.1, 13.2 and 13.3 show for each participant what their future career goal is, and if they consider an equally paying job, but in a different sector

Diagram 13.1 – Hotel 1

Hotel 1 Participants	**How would you like to progress your career in the hotel industry?**	**Would you consider to work in a different sector?**
1	To move on in the hotel industry – Housekeeping Supervisor	Yes, due to Covid-19 our jobs are insecure
2	To create his own Cocktail book and open his own bar	Definitely no, this is my passion to work in the hotel industry

3	To improve, get more experience and get a better position in the hotel	Yes, maybe the gaming industry
4	Learn the English Language and get a better position	Yes, Hotel jobs are stressful
5	My goal is to keep improving and to become a Front Office Manager	No, I love the hotel it is a job that I really enjoy
6	I would like to have more experience and maybe someday owning something mine	Maybe, try the gaming industry
7	Get more experience and move to another position	Yes, change is always good you learn something new
8	A top managerial position in a hotel, General Manager	No, working in the hotel industry gives me a lot of satisfaction
9	Earn more experience and move to a better position	Yes, the gaming industry
10	Move to the gaming industry	Yes, the gaming industry

11	I don't know what the future brings, at the moment I am very happy with my job, family and friends	Yes, aviation industry
12	Earn as much experience and move to another sector	Yes, gaming industry
13	Become a Front Office Manager	Yes, due to Covid-19, I almost lost my job
14	Move to a better position	Yes, definitely. Maybe go to another country.
15	Move to a Managerial position	Yes, due to Covid-19 many of my friends lost their job
16	Get more experience and move to a better position	Yes, the hotel industry became badly understaffed due to Covid-19
17	To become a Head of Department	Not at the moment
18	Learn the English language and move to another country	Yes, the gaming industry
19	Gain more experience and	Yes, the gaming

	move to a better position	industry
20	To reach a higher position within the same company	No, would like to have more training.
21	Get a better position within the company	Yes
22	Bringing my knowledge and skills gained in the hotel industry to an international level	Yes, go to another country.
23	To get a better position	Yes
24	Get a top position in management	No
25	Go to another sector, Crewing Manager	Yes, change career to the cruise industry
26	To get a better position with a better salary	Yes, the gaming industry

Diagram 13.2 – Hotel 2

Hotel 2 Participants	**How would you like to progress your career in the hotel industry?**	**Would you consider to work in a different sector?**
1	Yes, get more experience and move to a better position	Yes, Gaming Industry
2	Learn the English language and move to another sector	Yes
3	Learn the English/ Maltese language and move to another sector	Yes, Healthcare
4	Yes, move to the finance department	Yes, Gaming Industry or the Bank sector.
5	Yes, get the experience and move to another sector	Yes, Telecommunications
6	Be a Head of Department	Not at the moment
7	Move to HR	Yes, due to Covid-19 our jobs are uncertain
8	Move to administration	Yes, move to a Mon- Fri job 8 hrs
9	Yes, start studying at ITS to get a managerial position	Not at the moment
10	Get as much training as possible, learn the English language and go to another	Go to work in another country in the hotel industry

	country	
11	Learn the language and move to another sector	Yes, Healthcare
12	Be a Bars Manager	Yes, open my own Bar
13	Move to a better position	Yes, Gaming industry
14	Become a Head waiter	Not at the moment
15	Get more confident and move to a better position or another sector	Yes, the Hotel Industry became understaffed

Diagram 13.3 – Hotel 3

Hotel 3 Participants	**How would you like to progress your career in the hotel industry?**	**Would you consider to work in a different sector?**
1	Learn the English language and move to a better position	For now no
2	Move to a better position	Yes, Gaming industry
3	Learn the English and Maltese and move to move to another sector	Yes, Healthcare
4	Be a Front Office Manager	Yes, Gaming industry
5	Learn the English language and move to a better position	For now no

6	Be a Bars Manager	No, I love working in the hotel industry
7	Move to administration	Yes, working somewhere else in administration
8	Learn the English language and move to a better position	For now no
9	Move to a better position	Yes, somewhere with better work hours
10	Move to the accounts department	Yes, in a smaller company working as an accountant
11	Learn the English language and move to a better position	For now no
12	Move to a better position	Yes, somewhere where I do not work weekends and evenings
13	Move to administration	Yes, 5 day, 8 hour job
14	Move to a better position	Yes, the gaming industry
15	Move to a better position	Yes, because of the pandemic many of us lost their jobs and had to go back to their country
16	Move to a better position	Yes

17	Gain more experience and move to a better position	Yes
18	Be a Front Office Manager	Yes
19	Be a Front Office Manager	Yes

8.3 Word Count

22,585 words

(Excluding Abstract, References and Appendices).