

## Effect of Employee Nationality on Job Performance of Food and Beverage Operations in Hotels

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### Abstract

The current research aims to investigate the effect of nationality diversity among food and beverage employees on core competencies and performance outcome in Saudi Arabia Hotels. The study addressed five nationalities of workplace in Makkah Hotels as an independent variable (Egyptian, Indians, Pakistani, Indonesians, and Moroccans); on the other side, Job performance as a dependent variable, was judged by three dimensions: Accomplishments, Performance Impact, and Career Development, as opposed food and beverage supervisor's nationality background. The research population (sample) comprises of some F&B executives and managers working at Saudi hotels; 261 managers were chosen to represent the study sample. A questionnaire based on the strength of prior research was used to collect data. A descriptive statistics, one way Anova, and Multiple Comparisons were used to determine the factors that influence employee performance according to their nationalities. The study's findings validated the assumptions that nationalities had a beneficial effect on job performance. A Tukey post hoc test revealed that the Egyptians' outcome performance was statistically significantly lower than Indians were. Based on the findings of the study, the researchers propose that hotel managers and decision makers should develop stronger nationality diversity action plans in order to better accommodate the changing business environment.

**Keywords:** Workforce diversity; job performance; accomplishments; career

### Introduction

Despite the significant economic advantages of tourism, there is a large leak due to the increasing dependency on imported labour due to the increasing dependency on Saudis only occupying a small share of job opportunities (Tayeh & Mustafa, 2011). The importance of job performance in determining employees' performance cannot be overstated (Al-Hawary & Al-Kumait, 2017). Previous research has shown that staff members who are not properly suited to job characteristics fail spectacularly on the job (Al-Hawary & Alajmi, 2017). Identifying the individual to the job in the operation can be a true indicator of job performance, as it has been demonstrated that individual people who match the job more closely have higher outcomes performance (Al-Hawary & Al-Namlan, 2018; Edwards, 1991). Numerous researchers have discussed job performance, and several study results have hypothesized that nationalities have a positive relationship with job performance. According to Mohammed et al. (2013), Job performance has an impact on the rational decision-making process.

Singh (2016) investigated the impact of perceptions of service quality (ISQ) on job performance and outcomes. His findings showed that ISQ is positively correlated with job performance. According to Platisa et al. (2015), job satisfaction is a measure of job performance. Stressful situations have a direct and strong relationship with job performance. Mihalcea (2013) discovered a link between leadership styles and levels of professional job performance. Emotional intelligence is one of the most important factors that will lead to improved job performance (Mafuzah & Juraifa, 2016).

Previous studies (Child, 1981; Malcolm & Jackson, 2002) tried to address the problems in multiple country contexts by focusing on employees' national cultures without taking into consideration the possible impact of staffs' nationalities. This study tries to compare the performances of different nationalities, such as Egyptians, Indians, Pakistanis, Indonesians, and Moroccans. As a result, this study compares the effects of employees' nationalities on their implementation of core competencies and performance outcome (Chew et al., 2011). There might be a complicated relationship between organizational success and staff nationality (Ely & Thomas, 2004). Although it is impossible to make the argument how nationality diversity influences performance. The aim of the present study is to the relationship between employees nationally and its impact on their performance. Based on the aim of the study the following question was raised: What is the impact of diversity of nationality on the employee's performance?

## Literature review

### *Nationality diversity in the workplace*

Some factors in the varied workforce features include demographic variables such as age, gender, socioeconomic position, and geographic area, as well as ethnic variables such as nationality, race, ethnicity, language, and religion, and so on (Hall & Hord, 2002). Understanding the disparities in communication between individuals, groups, ethnicities, and cultures is handled as a problem for an organization while implementing diversity management (Millett & Wiesner, 2002).

Because people perceive communication differently, ethnic and interpersonal skills, as well as linguistic ability, can have an impact on communication comprehension (Dowling & Welch, 2005). As a result, recognizing the varied work characteristics may help in the reduction of some miscommunications and conflicts, consequently improving employee performance. Nationalities variation has been shown to boost the effectiveness of managerial tasks and functions, resulting in outstanding customer service and competitive strength. Chew et al. (2011) discovered that career development reinforced managers' vision of a clear and concise adoption of organizational culture at the company's various levels in order to realize its benefits. Recruitment and selection are used by businesses to increase employee productivity and compensation. As a result, several key features and qualities must be taken into account. Dike (2013) discussed a number of factors such as the type of organization, where organizations vary in size and activities tend to employ more labour because of their size compared to other firms, managerial culture, where each organizational culture is distinctive from any other organization, any firm's decision on diverse workforce is based on the organization's perceptions and regulations, the organization's location where the organization's headquartered, Organizations having worldwide branches have a greater opportunity to employ people from many cultures.

Significant research has shown that differing demographics contribute to frustration and a lack of responsibility among minority members (Choi, 2017). Much of this study focuses on social identity. Social identity refers to people's knowledge of membership to a social group and their identification as in- or out-group members. According to social identity theory, as an organization's variety increases, social categorization and impression management procedures become more ac tasks faster and more efficiently. Individuals (for example, workers of a company) will participate in the grouping process and discriminate between being in and out-group participants, and personal prejudices and obstacles to social relationships may form as a result. Individuals may express camaraderie with one group while discriminating against out-groups as perceived differentiation in the groupings reaches a particular degree (Tsai, 2006). People identify themselves depending on specific traits such as nationality, gender, age, or race,



according to the notion of social identification. They would identify more with people with similar interests to them (in-group) than with people who are not (also called out-group). This might result in profiling and ethnicities being removed from employment, group membership, or decision-making process. As a result, professional progression chances may be limited, resulting in feelings of unjust treatment and causing dissatisfaction in the workplace (Sourouklis & Tsagdis, 2013).

### ***Job performance***

Competitive firms strive to deliver high-quality service to their consumers or stakeholders in a dynamic environment characterized by change and transformation. Organizations operating in uncertain settings acknowledge the need of providing services that meet the requirements and expectations of stakeholders. Successful firms must prioritise the quality of their services to both internal and external clients. These firms are aware enough to anticipate their customers' changing demands, to focus on their organizational strengths and deliver high-quality services, and prioritise internal service quality as a strategy for competitiveness. As a result, employee job performance is critical for service businesses, and outstanding performance of employees is a key problem in managing the delivery of high services to customers at all levels. Job performance refers to the efficacy of workers' actions that align with organizational goals (Motowidlo, 2003).

Because of the importance of this concept to the individual and the organization, and the interaction between the influences that affect performance and its diversity, performance is one of the concepts that has received significant attention and research in management studies in general, and human resource studies in particular. The concept "performance" or "performance outcomes" refers to the employee's application of the operational loads of tasks and obligations (Uchhal et al., 2017). Farooqui and Nagendra (2014) confirmed that job performance is crucial to an organization's performance. According to Lu et al. (2015) the terms behaviour, achievement, and performance should not be confounded. Individuals' work in their organization is defined as their behavior. The influence or consequence that individuals have on their labour is referred to as achievement. Performance is defined as the combination between behaviour and achievement, or the total of behaviour and outcomes produced together. Job performance highlights the financial and non-financial outputs of employees that are directly tied to the performance of the firm (Anitha, 2014).

Management literature is rich with criteria, theories, and methods for measuring and understanding work performance. Strategies and concepts were established to enable human resource professionals to directly improve job performance (Holton & Yamkovenko, 2008). In general, work performance is characterized as form of behaviour important to the objective of the organization (Campbell, 1990), which includes employee behaviours that are favourable or detrimental to the attainment or failure to meet organizational objectives (Hunt, 1996).

Viswesvaren and Ones (2000) provided a more contemporary definition of job performance as the actions and results that people engage in that contribute to organizational goals. Job performance relates to the efficacy of human actions that contribute to corporate goals, and it should include task and contextual performance (Motowidlo, 2003). Job performance, Awadh and Wan (2012) defined employee participation as achieving organizational goals. Job performance is considered one of the key factors that have been researched over a period of time by the researchers. Job performance also refers to the efficiency with which personnel carry out their duties in order to advance the organization's goals (Aquinis, 2007). Vithanage and Arachchige (2017) defined performance as "objective various functions not only as a result of powers or pressures resulting from the employee but as a

consequence of the interplay and harmony between the individual's power and authority and the dynamic circumstances encompassing him."

### ***Workforce diversity and job performance***

Al-Ahmad and Al-Khawlani (2017) asserted that if employers fail to manage workforce workplace diversity, it can lead to a lack of interaction and conflict, and therefore to poor employee effectiveness. Mercy (2012) explored the impact of workforce diversity leadership styles on employee performance in Kenya's banking business. Hafizah and Faiza (2015) mentioned that languages and tribes, cultures, and beliefs have an impact on organizational performance, and educational diversity has a favourable relationship with efficiency and effectiveness. According to Stazyk et al. (2012), diversity may benefit agencies by improving individual and organizational performance. Bedi et al. (2014) explored some of the issues associated with workforce diversity, such as nationality, preconceptions, and discrimination.

Negative attitudes and behaviours can be impediments to management diversity because they can affect labour relations, morale, and productivity (Esty et al., 2015). While Darwin and Palanisamy (2015) concluded that age, gender, and ethnicity diversity had little effect on employee performance. This is due to the fact that employees in Singapore neither applaud nor condemn workforce diversity as a boon to them and thus have a neutral perspective of workforce diversity. Gehrels and Suleri (2016: 233) stated that a diverse staff is critical for the development of "genuine hospitality." The integration of individuals from various backgrounds may provide the following benefits to the international hospitality industry: creativity, innovation, varied abilities, and multiple views on problem solutions - all of which can contribute to the hotel's competitive advantage. Based on the review of the literature, hypotheses were formulated as the following:

*H1: There is a statistically significant impact of nationality on F&B employee's performance*

*H2: There are significant differences between Egyptian and non-Egyptian F&B employee's performance*

## **Methodology**

### ***Research instrument and respondents***

A structured questionnaire was conducted, allowing the researcher to acquire knowledge about current workforce nationalities as well as managers' expectations and perceptions of employees' job performance. The study aspects and the number of variables organized are as follows: core competencies (17 items), and performance outcomes (6 items). These aspects were developed and validated by Bekele et al. (2014) and William and Anderson (1991). The questionnaire was designed using a three-point Likert scale in the study. It employs a measuring scale with three answer categories ranging from (3 = Exceed Expectations, 2 = Meet Expectations, 1 = No Expectations).

Data were collected from F&B executives and managers who participated in the study process in order to assess their perspective expectations about the core competencies workforce and performance outcomes in five-star hotels from a supervisory level in the years 2019-2021. Using personnel data from several departments, the frame of the available population was built. The list of managers' participants was supplied directly from each department's people management systems. The study comprised 350 managers who spent more than 2 years in their position to take part in the survey. A total of 261 valid responses were returned from respondents, accounting for 75% of the overall response rate in comparison to the 350 questionnaires issued to hotel managers. The author proposed to hotel management that a

random sample of managers from each hotel be chosen to participate in the study. Following the establishment of the survey, a small significant number of people (primarily academics and hotel managers) were polled for their thoughts on its viability. Participants had no trouble understanding the questions, implying that the questionnaire's validation was considered acceptable (Judd et al., 1991). In order to assess the effect of employee nationality on job performance of food and beverage operations, the study's target population included Food and Beverage executives and managers in Makah hotels. The self-administered survey was structured for hotel and front-of-house managers, as they are frequently involved in food and beverage staff performance appraisal.

Data were analyzed using descriptive statistics such as mean, median, and mode as measures of central tendency, as well as measures of dispersion such as standard deviation, variance, percentiles, range, and quartiles. Furthermore, in inferential statistics, the T-test was used to determine the factors that influence employee performance and their impact on employees. The data were also analyzed with the Statistical Package for Social Scientists (SPSS) 21 and Microsoft Excel 2010.

### ***Reliability of the instruments***

A pilot test of the questionnaire was given to twenty-eight employees who were not part of the study's scope. This set of respondents were asked to answer questionnaire items and express their opinions about any of them. Furthermore, data were evaluated to determine the instrument's dependability. According to feedback from the pilot research, the questionnaire was straightforward and simple to complete. Table (1) shows a Cronbach's alpha of 0.74 was found from the pilot test, indicating that the instrument was reliable with a high degree of internal consistency. Because of these positive results, no modifications were made to the instrument.

Table 1: Reliability statistics

ITEM	Cronbach's Alpha	N of Items
Core competencies	0.736	17
Performance Outcomes	0.733	6
TOTAL	0.74	42

### **Results and discussion**

A critical analysis of Table 2 reveals that the overall core competencies for Egyptian Supervisor' mean scores (Mean=2.24, sd=.24) are higher than non-Egyptian (Mean=2.15, sd=.23). Furthermore, a moderate amount of standard deviation scores suggests that respondents were reliable in their responses; however, there is still considerable variation (Tabachnick & Fidell, 1996). Except for the Ability to Handle Problems, Egyptian's mean scores are above the midpoint of 2.00, suggesting that respondents agreed, if not strongly agreed, with the items stated under these Performance Criteria factors. However, in Non-Egyptian, all mean scores were above the midway of 2.00, with the exception of the Leadership Skills variable, which was slightly lower than the midpoint. This result suggests that the stated issues were disagreed and strongly disagreed with the respondent hoteliers. Furthermore, the difference in mean scores between Egyptians and non-Egyptians is computed and presented in Table 2. The highest disparity positive score, 0.7892, is seen in the leadership variable, showing that Egyptians had strong leadership against Non-Egyptians. Professional growth, communications skills with staff, managers, and guests judgment, and confidentiality variables, on the other hand, has the largest estimated negative gap score of -0.2491, -0.2261, and -0.226 respectively. These results suggest that non-Egyptians are more focused on their career development, communications, and attention to guests.





Table 2: Supervisory level core competencies and performance outcomes

SUPERVISORY LEVEL CORE COMPETENCIES	Egyptian		Non-Egyptian		Gap
	Mean	Std. Deviation	Mean	Std. Deviation	
Job Knowledge	2.1839	.73687	2.2567	.64985	-0.0728
Administration Skills	2.3218	.60436	2.3295	.58725	-0.0077
Communications Skills with staff, managers, guests	2.1494	.78733	2.3755	.62389	-0.2261
Takes Imitative, self-motivated	2.1456	.72977	2.0460	.77323	0.0996
Follows Chain of Command	2.0805	.71066	2.1571	.72473	-0.0766
Creativity	2.3142	.76520	2.0881	.77701	0.2261
Professional Growth	2.1839	.67702	2.4330	.66239	-0.2491
Coworker relations	2.1762	.73352	2.2414	.60062	-0.0652
Leadership Skills	2.4444	.54928	1.6552	.75183	0.7892
Technical Skills	2.3372	.66890	2.1686	.76606	0.1686
Ability to Handle multi tasks	2.4483	.57026	2.2222	.61741	0.2261
Dependability	2.1992	.71155	2.0000	.74421	0.1992
Efficiency and Accuracy	2.4291	.58157	2.0192	.75678	0.4099
Punctuality	2.3602	.63895	2.1877	.67880	0.1725
Attendance	2.3257	.62425	2.1456	.64590	0.1801
Ability to Handle Problems	1.9540	.79287	2.0460	.75816	-0.092
Judgment, Confidentiality	2.0115	.75183	2.2375	.73713	-0.226
<b>Total</b>	<b>2.2391</b>	<b>.23715</b>	<b>2.1535</b>	<b>.23171</b>	<b>0.086</b>
<b>Performance Outcomes</b>					
<b>Accomplishments</b>					
To what extent did this person achieve their set KPIs?	2.2107	.66045	2.3755	.71037	-0.1648
To what extent did they deliver on the team's expectations for their role?	2.1418	.76398	1.8774	.66817	0.2644
<b>Total</b>	<b>2.1762</b>	<b>.53311</b>	<b>2.1264</b>	<b>.47769</b>	<b>0.050</b>
<b>Performance Impact</b>					
To what extent did this person contribute to any major initiatives?	1.8199	.76091	2.0383	.80292	-0.2184
To what extent did they raise the standard of quality through work?	2.1839	.61760	2.0421	.71397	0.1418
<b>Total</b>	<b>2.0019</b>	<b>.54860</b>	<b>2.0402</b>	<b>.51824</b>	<b>-0.038</b>
<b>Career Development</b>					
To what extent was this person invested in learning new skills?	1.8123	.78398	2.0536	.75765	-0.2413
To what extent did they demonstrate a desire to grow as a professional?	2.3257	.72142	2.4176	.60599	-0.0919
<b>Total</b>	<b>2.0690</b>	<b>.55212</b>	<b>2.2356</b>	<b>.52535</b>	<b>-0.167</b>
<b>Total</b>	<b>2.0824</b>	<b>.37027</b>	<b>2.1341</b>	<b>.35732</b>	<b>-0.052</b>

Furthermore, the difference in performance outcome mean scores between Egyptian and Non-Egyptian is computed and presented in Table 2. The highest gap score, 0.2644, is shown in the Accomplishments variable (To what extent did they deliver on the team's expectations for their role), showing that Egyptian supervisors' staff had strong career Accomplishments rather than non-Egyptian in achieving the team's expectations for their role. The Performance development variable, on the other hand, has the highest estimated negative gap score of -0.2413. These results suggest that Egyptians and non-Egyptians have a similar focus on performance outcomes.

One-way ANOVA was used to compare the mean differences between nationalities as an independent variable with the overall outcome as the dependent variable. The primary purpose of one-way ANOVA is to understand whether supervisory staff performance was influenced by their kind of nationality.



As presented in Table 3, A one-way ANOVA revealed that there was a statistically significant difference in mean overall performance between at least four nationalities ( $F(4, 174) = [4.515]$ ,  $p = 0.02$ ). This indicates that nationality has an influence on overall performance of the 5-star hotel staff. Thus, this result confirms Hypothesis 1 “There is a significant relationship between supervisors’ nationalities and their performance in food and beverage division at hotels”. This finding is consistent with previous studies (Ali & Ali, 2011; Kozak & Uca, 2008). Table 3 exhibits the one-way ANOVA differences of nationality and performance outcome.

Table 3: One-way ANOVA differences of nationality and overall performance

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1.024	4	.256	4.515	.002
Within Groups	9.866	174	.057		
Total	10.890	178			

However, the significance of the ANOVA test does not indicate which of the four groups has significant differences with respect to the performance dimensions. Multiple post hoc comparison tests were conducted to identify which groups have a significant difference with respect to the variable tested. The result of post hoc analysis with respect to nationality is shown in Table 4.

Table 4: Multiple comparisons

(I) Nationality	(J) Nationality	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Egyptian	Indians	.20434*	.05164	.000	.1024	.3063
	Pakistani	.05017	.04684	.286	-.0423	.1426
	Indonesians	.13062*	.05438	.017	.0233	.2380
	Moroccans	.02934	.08029	.715	-.1291	.1878
Indians	Egyptian	-.20434*	.05164	.000	-.3063	-.1024
	Pakistani	-.15417*	.05751	.008	-.2677	-.0407
	Indonesians	-.07372	.06380	.250	-.1996	.0522
	Moroccans	-.17500*	.08695	.046	-.3466	-.0034
Pakistani	Egyptian	-.05017	.04684	.286	-.1426	.0423
	Indians	.15417*	.05751	.008	.0407	.2677
	Indonesians	.08045	.05999	.182	-.0379	.1988
	Moroccans	-.02083	.08419	.805	-.1870	.1453
Indonesians	Egyptian	-.13062*	.05438	.017	-.2380	-.0233
	Indians	.07372	.06380	.250	-.0522	.1996
	Pakistani	-.08045	.05999	.182	-.1988	.0379
	Moroccans	-.10128	.08861	.255	-.2762	.0736
Moroccans	Egyptian	-.02934	.08029	.715	-.1878	.1291
	Indians	.17500*	.08695	.046	.0034	.3466
	Pakistani	.02083	.08419	.805	-.1453	.1870
	Indonesians	.10128	.08861	.255	-.0736	.2762

\*. The mean difference is significant at the 0.05 level.  
 Dependent Variable: Outcome performance

The result of post hoc analysis regarding nationality shows that there exists a difference between Egyptians’, Indians’, and Indonesians’ overall performance ( $p = 0.001$ , and  $0.17$ ) respectively. Moreover, the performance of Indian ‘employees differs from Egyptians’, Pakistanis’ and Moroccans ( $p = 0.001$ ,  $0.008$  and  $0.046$ ) respectively. However, there are no significant differences between the performances of the other nationalities who worked in five star’ hotels.

These results imply that Egyptian supervisory staff performance is higher than Indians and Indonesian staff, and there is no difference between Egyptian line staff performance and both Pakistani and Moroccans. Furthermore, Indians’ supervisory staff performance is less than

Egyptians, Pakistani and Moroccans. These results confirm hypothesis 2 “There is a significant difference between Egyptian and non-Egyptian supervisors ‘their performance in food and beverage division at Saudi hotels”

The plot in figure 1 clearly shows five differences: (1) between supervisory staff performance according to nationalities (2) between Egyptian and none Egyptian. The difference between Egyptian performance and non-Egyptian performance is less obvious because of the perception of the total outcome.

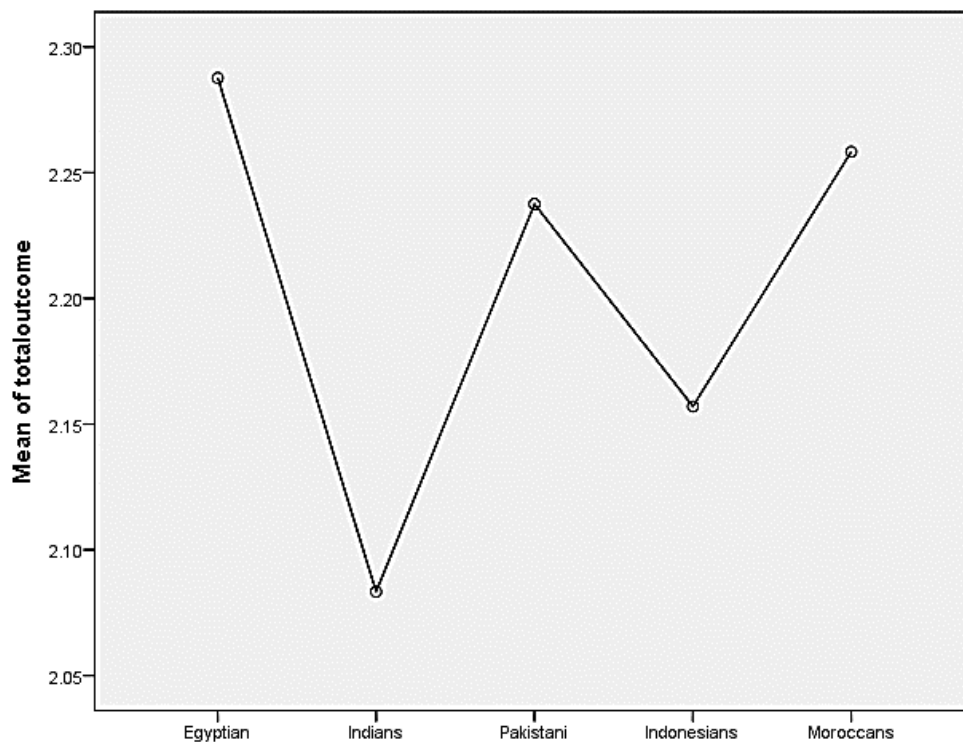


Figure 1: Differences between supervisory staff performance according to their nationalities

These results confirm H1: “There is a statistically significant impact of nationality on F&B employee’s performance.” Furthermore, Kruskal-Wallis Test was used to determine the performance outcomes differences for nationalities. A Kruskal-Wallis H test in Table 5 showed that there was a statistically significant difference between Egyptian career development score,  $\chi^2(2) = 13.634d$ ,  $p = 0.009$ , and Accomplishments for non-Egyptian score,  $\chi^2(2) = 19.930e$ ,  $p = 0.001$ . This result confirms H2: “There is significant differences between Egyptian and non-Egyptian F&B employee performance”

Table 5: Kruskal-Wallis Test

	Egyptian			Non Egyptian		
	Accomplishments	Performance Impact	Career Development	Accomplishments	Performance Impact	Career Development
N	261	261	261	261	261	261
Median	2.5000	2.0000	2.0000	2.0000	2.0000	2.5000
Chi-Square	8.599 <sup>b</sup>	3.754 <sup>c</sup>	13.634 <sup>d</sup>	19.930 <sup>e</sup>	4.898 <sup>f</sup>	4.260 <sup>g</sup>
df	4	4	4	4	4	4
Asymp. Sig.	.072	.440	.009	.001	.298	.372

a. Grouping Variable: Nationality



## Discussion

This study has attempted to examine the differences between Egyptian and non-Egyptian employees in terms of their core competencies, and performance outcome. The study investigated the influence of nationality diversity on employee's performance at the food and beverage division in Saudi hotels and how this can be affected by management strategies for poor performance. The comparison of the total mean of Egyptian and non-Egyptian core competencies discovered that Egyptian core competencies are somewhat higher than non-Egyptian core competencies. However, respondents' expectations about Egyptian employees in terms of Professional Growth, Communications Skills with staff, managers, and guests Judgment, and Confidentiality variables were lower than those of non-Egyptian employees were. This finding suggest that these areas of Egyptian supervisors need to improve the areas of core competencies need a critical improvement.

The largest gap found in core competencies was the Communications Skills with staff, managers, and guests. This gap may due to challenges in communication and coordination, which may affect employee performance and work effectiveness in general. This may result in a type of personal conflicts and a lack of team spirit, harmony, and cooperation among staff, and this is consistent with the study of Ankita and Saxena (2014) who found that recruit a diverse workforce will undoubtedly improve productivity, but it may prove problematic if not effectively managed because not only management, but employees, are experiencing some issues such as communication difficulties, behavior conflicts, and differences in perceptions, which are inherent to human behavior and eventually impact the performance of employees. The largest discrepancy positive score is recorded in the leadership variable, indicating that Egyptians exceeded non-Egyptians in leadership. Professional growth, communications skills with staff, managers, and guests, judgment, and confidentiality factors, on the other hand, have the biggest projected negative gap score. These findings imply that non-Egyptians are more concerned with professional advancement, communication, and attention to guests.

The overall Egyptian performance outcome was found less than non-Egyptian. These data suggested that Egyptian performance outcome in terms of Performance Impact, and career development. Furthermore, the difference in performance result mean scores between Egyptian and non-Egyptian is computed and reported that, The greatest gap score found in the Accomplishments variable (To what extent did this person achieve their set KPIs?), indicating that Egyptian supervisors struggling with the implementation of the right goals or specific KPIs due to the lack of communication.

The finding of the ANOVA test show a statistically significant difference in the mean outcome performance between at least four different nationalities ( $F, 4, 174 = [4.515]$ ,  $p = 0.02$ ). This indicates that nationality has an influence on overall performance of the 5-star hotel staff. These finding is consistent with previous studies (Ali & Ali, 2011; Kozak & Uca, 2008). Table 4 exhibits the one-way ANOVA differences of nationality and leadership styles. The result of ANOVA shown that Egyptian supervisory staff performance is higher than Indians and Indonesians staff, and there is no difference between Egyptian supervisors' performance and both of Pakistani and Moroccans. Furthermore, Indians' supervisory staff performance is less than Egyptian, Pakistan, and Moroccans. Moreover, A Kruskal-Wallis H test showed that there was a statistically significant difference between Egyptian career development score, and Accomplishments for non-Egyptian score.

Based on the pervious results A SWOT analysis conducted and takes into account an Egyptian's staff Strengths, Weaknesses, Opportunities, and Threats. Implementing an employee SWOT analysis for each of employees can assist human resources and food and beverage managers in better understanding their employees' strengths and weaknesses as well as identifying their training and development requirements.



Table 6: SWOT analysis

Internal Factors	
<b>Strengths</b>	<b>Weaknesses</b>
CORE COMPETENCIES	
1. Takes Imitative, self-motivated	1. Job Knowledge
2. Creativity	2. Administration Skills
3. Leadership Skills	3. Communications Skills with staff, managers, guests
4. Technical Skills	4. Follows Chain of Command
5. Ability to Handle multi tasks	5. Professional Growth
6. Dependability	6. Coworker relations
7. Efficiency and Accuracy	7. Ability to Handle Problems
8. Punctuality	8. Judgment, Confidentiality
9. Attendance	
PERFORMANCE OUTCOMES	
1. deliver on the team’s expectations for their role	1. Achieve their set KPIs
2. raise the standard of quality through work	2. contribute to any major initiatives
	3. learning new skills
	4. demonstrate a desire to grow as a professional
External Factors	
<b>Opportunities</b>	<b>Threats</b>
1. Personal development	1. Limited or extreme development in the industry
2. Training and education	2. Lack of job opportunities in your field and location
3. Ability to move to new geographical location	3. Verbal/written warnings
4. Re-skilling to meet the needs of the industry	4. Probation
5. Promotion	5. Demotion or dismissal

## Conclusion

The purpose of this paper was to compare the Egyptian and non-Egyptian workforce in Saudi Hotels. The paper attempted to investigate how the core competencies and performance outcomes are being influenced by the nationality diversity in the workforce from executives and managers’ perspectives as well as to view whether the policies and practices are met. The study finding suggests that the Egyptian and non-Egyptian nationality differences could still have an effect on performance outcomes when they were facing a communication problem, which contributed to different responses in adapting to new living conditions and cultures. These results are consistent with Al-Ahmad and Al-Khawlani (2017) who discovered that languages, nationality, cultures, and attitudes have an influence on performance, and when companies fail to manage nationality diversity in the workplace, it may result in a loss of communication and conflict, and hence to poor employee performance. Thus, to improve the performance of five-star hotel employees in Saudi hotels, the implementation of workplace culture should become a core conceptual behaviour that employees must implant in their job.

The study revealed that supervisors' core competencies identified as job knowledge, administration skills, communications skills with staff, managers, and guests, takes imitative, self-motivated, follows chain of command, creativity, professional growth, coworker relations, leadership skills, technical skills, ability to handle multi tasks, dependability, efficiency and accuracy, punctuality, attendance, ability to handle problems, judgment, and confidentiality which, when Egyptian supervisors used with the appropriate roles, the desired result will be achieved. Hotels executives and managers surveyed believe that takes imitative, creativity, leadership skills, technical skills, ability to handle multi tasks, dependability, efficiency and accuracy, punctuality, and attendance, stood out as the one they considered most critical for success for Egyptian supervisors. The executives and managers believe that Egyptian supervisors lacking job knowledge, administration skills, communication skills with staff,

managers, and guests, follow a chain of command, professional growth, coworker relations, and ability to handle problems, judgment, and confidentiality competencies.

Executives and managers indicated that Egyptian supervisors also lacked performance outcomes, such as the ability to meet their specified KPIs in Accomplishments demission, contribution to any important initiatives in Performance Impact demission, and Career Development. However, respondents ranked these characteristics of performance influence as vital to present or future success in the hotel business as leadership. This demonstrated that some of Egyptian supervisors avoid adopting career development targets due to the additional responsibility and lack of self-confidence. This result is supported by Salanova et al. (2011) who defined this behaviour as having a strong preventative self-efficacy and a concern for confidence, stability, and commitment, as everyone has two different, unique, and different main objective attitudes: encouragement and avoidance. Egyptian supervisors focus is more likely to detect and retain information about the cost of loss, failure, or punishment. Egyptian supervisors who prioritise security and follow regulations, are more likely to approach activities with attentiveness and care for perfection (Friedman & Förster, 2001).

Furthermore, the study discovered that Egyptian supervisors' performance outcome was statistically significantly higher than Indians, Pakistani, Indonesians, and Moroccans. In addition, a considerable influence of nationality diversity on the performance of the employee in the hotel industry. The presence of diverse nationalities in the workplace environment of hotels produces a high level of variation, which may promote a positive environment. On the other side, it may cause challenges in understanding and communication, which may affect outcome and company success in general. This may lead to personal conflict and a lack of cohesiveness and harmony among employees, which is similar to the findings of Ehimare and Ogaga-Oghene (2011), who discovered a statistically significant association between workplace diversity and performance. It goes on to explain that there is no association between cultural diversity and employee experience, efficiency, and effectiveness of employees (Hafizah & Faiza, 2015).

The findings of this study demonstrated that establishing management strategies for the poor performance of different nationalities in properties may also be a way of creating strategies for employee development. This means managers are proactively catering to employee development needs. This can pursue improvement in the overall performance. The importance of feedback cannot be negated; it also allows for the exchange of feedback. Employees need to know about their performance and hence how it can be improved. This is the only way to evolve.

This result is in line with Kum and Cowden (2014) who found that improving competency results in significant personal outcomes such as improved performance, objective decision, and achievement behaviours. As a result, hotels determined should develop appropriate policies that encourage the participation of various personnel such as nationalities, individuals of minority ethnicities and backgrounds, and other indications of a multicultural workplace. The study's primary finding is that nationality variation has a substantial main influence on team performance. Nationality variation, according to the findings, has significant influences on group performance of various nationalities (Earley & Mosakowski, 2000; Harrison et al. 2002). The results in this study may be related to the impact that nationality variation has influence workers' performance after members had engaged with each other for a period. By the end of the study, management had developed a strategy to maximize the positive performance of different nationalities while minimizing the negative repercussions of poor performance.

Finally, the conclusions of this study provide managers with a better knowledge of what workers desire from a career in hotels and how core competencies practices might affect

employees' performance outcomes. The findings are expected to have a significant impact on training in the hospitality sector.

### Implications

This study has significant implications for organizations, particularly those in the hospitality and tourism industries. The obtained results would encourage positive employee work outcomes, including accomplishments, performance effects, and career development. Attitudes, behaviours, and performance can all be influenced by nationality. As a result, hotel managers should include and actively apply a strategy for building and fostering company culture, such as perceived levels of diversity, within their HR policies. Another industrial implication of this study is that hospitality service managers must learn more about the dynamics across groups inside their businesses (such as gender and nationality) in order to understand staff attitudes and behaviours. Managers may utilize this data to establish successful methods for controlling employee performance inside organizations. More specifically, hospitality managers may address national and cultural difficulties in the hospitality business by establishing culturally relevant policies and offering adequate variety of training. A well-defined strategy should be provided for the operations of the hospitality organization's recruiting, training, and people management. This would have an influence not just on staff, but would also serve to improve the customer experience for diverse individuals in society. As a result of increasing employee performance and a diverse nationality, the hospitality organization's competitiveness will improve.

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