

A Qualitative Analysis of Cross-cultural Adjustment and Job Performance in the Hotel Industry: The Case of Saudi Arabia

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Abstract

Individual and organizational-level cross-cultural adjustments are necessary in the hospitality sector because of its diverse and dynamic teams and guests. The aim of this research is to comprehend the variables that explain how job performance is affected by cross-cultural adjustment. A qualitative study was carried out, with an emphasis on the traits of the Saudi culture and the opinions on job performance, satisfaction, and the overall environment at work. To determine how high-context and low-context cultural norms differ from one another and what effects they have on various levels, ten individuals were interviewed. Thematic analysis was used to examine the transcribed data, find patterns, and discuss the most significant relationships. The results demonstrated that a cross-cultural adjustment in a team of hotel industry in Saudi Arabia is affected due to the lack of cultural balance and inclusiveness. This may lead to communication problems and a challenging work environment, which can affect employees' engagement and job performance. The recommendations included focusing on enhancing the present recruitment procedure to develop more culturally balanced teams and evaluating the team's time-management skills, which is a factor that makes it challenging for employees to participate in activities of diverse cultures.

Keywords: *Job Performance, Cross-Cultural Adjustment, Low-Context Culture, High-Context Culture, Hotels, Cultural Intelligence, Saudi Arabia.*

Introduction

Due to a significant increase in globalization, and the need to maintain their identity, global companies rely heavily on expatriates (Hassan & Diallo, 2013). Lee and Croker (2006) suggest that expatriates play a significant role in communication, coordination, and different managerial functions, especially in the hospitality sector (Halim et al., 2020). However, they face several challenges, especially when it comes to understanding the organizational cultural contexts (Yen et al., 2016). This article aims to investigate how the job performance of employees is impacted by cross-cultural adjustments by looking at the case of the hotel industry in Saudi Arabia. Firstly, the article explains organizational culture by categorizing them into two sub-types i.e. low and high context cultures. Moreover, focusing on cultural intelligence, the factors impacting cross-cultural adjustments are examined. These factors ultimately impact job satisfaction, motivation of employees, and the perceptions of organizational culture.

The hospitality industry confronts the difficulty of serving foreign visitors as more people travel and come across diverse cultures. To gain a competitive advantage, it is important for the hospitality sector to consider awareness and cultural understanding as their top priority (Duarte et al., 2020). People desire approval and respect for the opinions, perceptions, and behaviors that are shaped by their cultural background. This remains applied not only to multicultural work environments but to guest services as well. Due to this, certain problems such as low employee performance, job satisfaction, and lack of communication, arise due to a lack of adjusting to diverse working environments. Ultimately, these problems lead to the suffering of companies in terms of their operations and reputation. Thus, maintaining a positive work environment and accomplishing organizational goals requires an understanding of cross-cultural behavior (Putra et al., 2020).

The main goal of this study is to investigate how cross-cultural behavior can enhance the employee's job performance in the hotel industry of Saudi Arabia. This, in turn, can help in the creation of a

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positive and productive work environment in which employees may prosper through increased job satisfaction and communication.

Literature Review

To gain a better understanding of the concepts, this study thoroughly examined the high and low-context cultures. Furthermore, it also highlights the individual preferences for particular social norms and communication methods, specifically in the context of Saudi Arabia. Factors, such as cultural intelligence and their role in making cultural adjustments easier, are also discussed in the study. Moreover, the study also the principal components of job performance, such as job satisfaction and organizational culture.

Cultural Adjustment and Job Performance

According to Hassan and Diallo (2013), due to increased globalization, individuals are required to travel frequently, switch jobs, and collaborate in multicultural teams. People who encounter a foreign culture are unfamiliar with foreign social norms, which causes them to evaluate new behavioral models subconsciously and try to include norms in their values that are newly learned (Wang, 2016). According to Setti et al. (2020), cultural adjustment is the psychological consequence of adaptation and is impacted by a variety of factors, including local cuisine, perceptions of safety, living conditions, and financial circumstances. These factors can either positively or negatively impact foreigners' mental and physical health. People must so recognize the benefits of cultural adaptation and strive to enhance their intercultural communication abilities.

Cultural adjustment can also refer to adjusting to new work environments and job requirements in a foreign country. This refers to workers from foreign countries being psychologically motivated and comfortable in the overall working conditions (Jackson & Manderschied, 2015). Moreover, it is assumed by Dang and Chou (2020), that culturally adjusted employees are more likely to be motivated and perform their tasks more effectively. However, numerous factors, such as individual, organizational, environmental, and social factors can influence the cultural adjustment of employees in the Middle East (Peltokorpi, 2008).

The present theory states that motivation for social interaction and an individual's capacity for adapting appear to have an impact on cultural adjustment. It has been determined that cultural intelligence may play a significant role in promoting more cultural adjustment.

Cultural Intelligence in The Hotel Industry

Globalization leads to increased opportunities; however, organizations must be capable of learning how to resolve cultural differences to maintain a positive organizational environment (Brancu et al., 2016). Cultural adjustment is driven by motivation, which affects performance, engagement, and well-being (Ward et al., 2011). Individuals with a higher cultural intelligence appear to adapt with ease, sustaining expectations and exhibiting a positive attitude (Wang, 2016). Cross-cultural adjustment is facilitated by this ability, which encourages employee adjustment to new cultural standards.

In the hotel industry, the cultural intelligence of employees plays an important role in providing quality service to customers (Subramaniam et al., 2011). In this case, cross-cultural training plays an important role in preparing hotel employees for foreign assignments and maintaining their self-confidence while communicating with foreign customers (Dewald & Self, 2008).

Numerous studies link the performance of hotel industry employees with the national culture (Ayoun et al., 2010; Sun et al, 2020). An understanding of different cultural origins can be facilitated by distinguishing between high and low-context cultures, as previous experiences and cultural norms have been shown to have an influence on cultural adjustment.

High-Context Hotel Cultures

The cultural context is divided into low-context and high-context cultures based on the communication preferences of individuals. According to Nishimura et al. (2008), high-context cultures emphasize metaphors and use context, body language, and verbal tone for communicating messages. Asian and Latin American nations are two examples; they place a high importance on building client relationships in return for loyalty and trust (Nam, 2015). In order to maintain relationships, high-context cultures show acceptance of ambiguity, stay away from conflict, and communicate their emotions politely (Nam, 2015). The Eastern and Arab countries are examples of high-context cultures (Sari & Putra, 2019).

The hotel industry of high-context cultures is found to have lower service quality through automated procedures (Sari & Putra, 2019). However, Yen et al. (2016) find that high-context-oriented employees are quick to respond to non-verbal cues from their customers. Moreover, they found that in the hotel industry, high-context-oriented individuals prefer subtle and informal conversation for improved customer service, especially to foreign customers.

Low-Context Hotel Cultures

Low-context cultures use direct communication and react fast to conflicts by adopting a task-oriented approach (Barkai, 2009). The summary of topics at the conclusion of a meeting is a typical practice in low-context cultures in order to make sure that everyone in attendance has understood. People from low-context cultures can assertively communicate their requirements through direct communication, which helps them manage possible conflicts while achieving their objectives (Klagge, 2016). The United Kingdom, the Netherlands, Germany, Austria, and the Scandinavian nations are a few examples of low-context civilizations. They put great emphasis on clearly expressing their needs and wants through their communication style. Their informal style guarantees less hierarchy, and their task-oriented attitude keeps them focused (Yen et al., 2016). People may encourage successful cross-cultural interactions in diverse teams by identifying and accommodating low-context cultures' communication preferences.

However, in the hotel industry of low-context cultures, information is not widely shared and certain physical cues may be missed by the employees as well. Moreover, in cross-cultural interactions, low-context-oriented individuals may come off as impolite and straightforward (Yen et al., 2016). Hence, cultural context plays a significant role in determining the job performance of employees, especially in the hospitality sector.

Job Performance of Employees

People working in the hotel industry are the backbone of the business. Consequently, the organization benefits from recognizing job performance and identifying the variables that impact it. Job performance refers to the output an employee contributes to the organization through his actions and behavior (Jalagat, 2016). Job performance can be described as a collection of characteristics, actions, and behaviors that are evaluated from three perspectives about the company's basic principles. Job performance in the context is more concerned with the ways in which employees contribute to the objectives of the organization. An employee's willingness to go above and beyond their scope of responsibility to do activities outside of their regular job duties is an example of job performance (Koopmans et al., 2011). Finally, Rotundo and Sackett (2002) define unproductive work behavior as any purposeful harm or maltreatment against teammates or the company itself. One example of unproductive behavior is when someone chooses to intentionally do a task incorrectly or behave unethically at work.

To tackle counterproductivity, Koo et al. (2019) suggest that rewards to hotel employees can enhance job performance. Moreover, Sodurland (2017) finds in his study that the service quality of five-star hotels improves when the employees are given a positive work environment and are content with their jobs.

Thus, job performance can be examined from several angles and directly affects the organization's procedures, effectiveness, and main objectives. There also appears to be a correlation between an employee's initiative and attitude toward everyday tasks and their job performance. As a result, research on job satisfaction is worthwhile.

Job Satisfaction and Job Performance

According to Dziuba et al. (2020), younger generations are more likely to seek jobs that provide a positive work environment, interesting activities, and rewards. A study by Pushpakumari (2008) argues that job satisfaction is a subjective measure of how people view their daily responsibilities and how they fit into their personal demands. Employee satisfaction has been shown to improve performance, as evidenced by greater excitement and proactivity. Moreover, employees constantly evaluate their own satisfaction by weighing compensation by the company (pay, perks, and flexibility) against leadership style and workload (Abuhashesh et al., 2019).

High work satisfaction lowers employee turnover and has a good impact on commitment and job performance, even if it is not the only element influencing organizational commitment. Managers of the hotel industry are increasingly focusing on job retention of employees (Koo et al., 2019). Suttikun et al. (2018) find a significant positive relationship between job satisfaction, commitment, and job performance of employees. Other factors that impact commitment include motivation and business culture (Sugiono et al., 2021). The argument is partly opposed by Khan et al. (2011), who point out that organizational commitment is affected by employees' identification with the company's culture and motivation to stay over in addition to job satisfaction. Job satisfaction is crucial in preventing employees from regularly changing employment, even while it may not have a direct impact on employee turnover (Sugiono et al., 2021).

Since it keeps workers focused on their work and promotes positive interactions among fellow employees, job satisfaction is an essential factor in evaluating job performance and helps create a peaceful and productive work environment. Since the study was centered on a hospitality business in Saudi Arabia, an insightful assessment of the results required an understanding of Arab work culture.

The Hotel Industry of The Kingdom of Saudi Arabia (KSA)

According to Alkhamis et al. (2017), approximately 55.8% of the total labor force in Saudi Arabia consists of foreign employees. The country has become a major destination for immigrants. Arab countries of the Gulf region consist of unique cultural characteristics that are determined by historical, ethnic, and religious features (Bozionelos, 2009). To prevent miscommunication, it is important for foreign employees to understand the Arab culture and the cultural standards. Bjerke and Al-Meer (1993) found that KSA is a country with higher power distance and the top management has a paternalistic feature of making decisions authoritatively.

Moreover, a high-context work culture makes it a challenge for foreign employees to adjust to the environment, especially in the hotel sector (Sari & Putra, 2019). Employees belonging to low-context cultures find it difficult to adapt to the work environment of Saudi hotels. This is because the hospitality culture of high-context countries, such as Saudi Arabia, is free of conflict and highly formal (Nam, 2015). Employees who pick up non-verbal cues efficiently are found to be motivated for their jobs (Yen et al., 2016). Hence, to successfully integrate into the Arab workplace, it is essential for workers to adjust to certain cultural differences that may impact their job performance.

Aim of the Study

The main aim of the study is to investigate how cross-cultural adjustment affects job performance in the hotel industry of KSA. The major issue that guided the evaluation of many work performance characteristics in order to comprehend the scenario was, "How is cross-cultural adjustment related to job performance in the hotel industry of KSA?". Furthermore, the following are some sub-questions that were investigated.

- *How does cultural intelligence affect cross-cultural adjustment in the hotel industry in KSA?*
- *How is job performance of employees determined from high-context and low-context cultures?*
- *What are the perceptions of employees of the hotel industry in KSA regarding their job satisfaction?*
- *How is communication in low and high-context cultures related to job satisfaction of employees in the hotel industry of KSA?*

Methods

In order to learn more about the similarities and contrasts between low and high-context cultures, as well what the employee perceptions were about cultural adjustment and job satisfaction, a qualitative study was carried out. Given that the study was concerned with human behavior and perception, descriptive research was carried out.

Both management and staff were interviewed in keeping with the qualitative method employed in this study. The study widely utilized semi-structured interviews for understanding of social and personal issues including cross-cultural adjustment (Alhazmi & Kaufmann, 2022). As a result, any fundamental needs and relevant prior experiences, as well as how the respondents viewed the main concepts being analyzed. The interview subjects' opinions of the interdependence of these characteristics, as well as differences and similarities with respect to the culture of the opposing context, were the main topics of discussion. The participants completed a consent form and gave permission for the interviews to be recorded. The information was then further analyzed after being written down and transcribed.

The national and international teams of the 3 interviewed hotels in KSA, which were made up of employees and managers from many countries and cultures, formed up the population. Potential interview subjects were selected using a purposive sampling technique since the study's objectives required the participants to meet specific criteria (Mweshi & Sakyi, 2020). The selection criteria included at least one year of experience of the participants in the hotels. Finally, as the study was limited to 3 hotels, participants had to be full-time employed there and without in clusters. Consequently, 28 individuals with full-time experience working at the 3 hotels, representing both high and low-context cultures, were included in the sample.

Using in-person communication, the participants were contacted and given an overview about the research topic study's significance in their business. In-person interviews were conducted in the hotels during working hours when a sufficient number of volunteers were already gathered in accordance with the requirements. Each participant received a participant information sheet the day before the interviews, which included a list of potential questions and a brief synopsis of the main elements. The signed consent form accurately explained how the interviews were recorded.

After obtaining the informed consent, data was gathered. As a result, everyone was made aware that recordings would be made and that they could choose to participate or not. The participants were given the choice to withdraw from interviews at any point if they felt discomfort answering the questions.

Data Analysis

For this study, the inductive approach was considered most effective due to the reason that it helps in the self-disclosure of individual attitudes and beliefs regarding specific behavior. In this case, the specific behavior consists of what participants think of cultural norms and work performance as well as its dimensions in the hotels of KSA. Three phases of open coding approach i.e. open coding, selective coding and axial coding was utilized in this study for data analysis. In order to provide an in-depth understanding of the participants' perspectives, the interview transcripts were examined, relevant statements were taken out, and they were categorized. After that, the axial codes were examined, the codes were compared, and they were organized according to the patterns found (Guest et al., 2014). The sub-themes that emerged as significant to particular dimensions were included in the thematic structure.

Results and Discussion

In order to determine whether the findings of this study are consistent with the body of existing literature, this section focuses on providing more details about the results in relation to the literature review.

- *How does cultural intelligence affect the cross-cultural adjustment of the employees in the hotel industry in KSA?*

The findings imply that while low-context cultures are acknowledged for their advantages, high-context cultures struggle to face the opposing culture because they are afraid of being misinterpreted or offended. Because they avoid interactions with others and appear not to be interested in learning about the cultural backgrounds of their teammates, Fang et al. (2018) claim that they have low cultural intelligence in this regard. The results are consistent with the theory. Cross-cultural adjustment is difficult to do if employees choose not to communicate with low-context cultures and instead ignore their frustration.

The high-context cultures are portrayed by the low-context cultures as being less organized and having poor organizational skills. They admitted that it can be challenging to collaborate since they are used to a specific type of job performance, which they believe is lacking in high-context environments.

We find it difficult to work with them sometimes because of the difference in our approaches to communication. Sometimes, we require direct and informal conversations and do not pick subtle hints. When it comes to working in large hotels like this one, clear cut instructions and communication is necessary among the employees (Participant 13).

Results indicated that high-context cultures prefer a clear hierarchical structure in their work as well. As a result, both cultures show lower levels of cultural intelligence and are driven by assumptions because they prioritize embracing differences rather than overcoming them (Stoermer et al., 2021). Because assumptions serve as subconscious guidance in cultural relations, the results are consistent with the existing theories.

Furthermore, the participants discussed how a person has a significant impact on cross-cultural adjustment, emphasizing that understanding other people needs active engagement with different cultures and the behavior that fits in that situation.

Observation is very important when it comes to cultural differences. Understanding the context and observing and helps in adjusting to cross-cultural work environments. Also, open questions should always be encouraged. This helps the team to work together in harmony (Participant 23).

Sternberg et al. (2022) in their study also provide a similar perspective, describing how individuals should adapt through a process of trial and error. The results indicated that individuals who comfortably adjusted to different cultures interacted with them more. This provides evidence in favor of the belief that this enabled them to recognize cultural differences and tackle them easily.

Another factor was that workers weren't always psychologically ready to work abroad. Further, the employees showed the highest degree of cultural adjustments, it was found that they had previous work experience with foreigners and they were prepared up to some extent regarding their interaction with other employees. They were prepared for their tasks based on the company culture at that particular time.

It was easier for me to work here because I have previously worked with people from different cultures, including Japanese, Chinese, and Dutch co-workers. That made it easier for me to adjust to the environment of Arab hotels (Participant 28).

In conclusion, some staff members of the hotels find it difficult to engage socially with individuals from other cultural backgrounds. Instead of attempting to understand others' cultures and establish shared values to strengthen their relationships, their focal point is the differences cultures. Employees should act less on their preconceptions and increase their cultural intelligence in order to improve the work environment and aid in better cultural adjustment.

- *How is job performance of employees determined from high-context and low-context cultures?*

The findings show that low-context cultures are proactive and attempt to complete tasks within the specified period of time in accordance with quality standards. These cultures require a quick follow up on key matters, communicate effectively, and prioritize completing tasks rather than opting for following the process. Considering this, Stan and Jongboom (2023) find that since they think about themselves as the next step and have a definite objective vision, they welcome conflict as a means of achieving their goals and need it to finish their responsibilities on time.

The findings, however, suggest that hotel cultures based on high context, such as those of KSA, are more focused on the team and prioritize progress over punctuality in all of their projects. They have some internal objectives that they hope to accomplish through productive teamwork and a healthy environment. Participants belonging to high-context cultures stated that when they are happy with their work, they perform better. According to Nam (2015), they aim for harmony, and this was also the belief shared by the participants. Instead of confronting someone, they would gently convey their emotions.

It's important to note that both cultures acknowledged that working in an international environment allows them to perform differently and with more fulfillment. The low-context cultures claimed that because there is structure, clear communication, and no opposing viewpoints, working inside their own culture is more productive; yet, having the same goals among coworkers encourages competition and aspirations within the workplace. It is claimed by high-context culture that bad job performance is the outcome of the individual behavior of not taking lead during the important issues. However, both cultures agree on the concept that an amalgam of different cultures is good for individual growth and innovation.

In conclusion, while both cultures measure job satisfaction on different criteria, they still hold each other to the same expectations even in multicultural settings. Because of the challenges and interchange of different opinions, working in a cross-cultural environment is viewed as more interesting and rewarding even though it produces less output.

- *What are the perceptions of employees of the hotel industry in KSA regarding their job satisfaction?*

Good job performance is significantly enhanced by job satisfaction in the hotel industry, yet it is a complicated topic because various people have different perspectives. Workers enjoy discovering new things and flourish in challenging conditions as long as they finish assignments by the deadline. The results align with the current idea of how workers measure their level of job satisfaction by striking a balance between their personal preferences and job responsibilities (Danaci & Koc, 2020).

The findings also raised questions about a recent rise in employee turnover in Saudi hotels. Since young and inexperienced people are hired and appointed to managerial positions without having a sufficient understanding of the company's current practices, the situation frustrates current employees. It will therefore take them a long time to become task-independent, which will have an impact on their productivity and social interaction.

“Since we have started hiring young employees with no prior experience, it has become a challenge for us and the employees themselves to learn everything from the beginning and adjust to the new culture, especially in five-star hotels like ours” (Participant 8).

Therefore, an increase in job duties affects current employees. The participants are more concerned with how a lot of work would make it more difficult to achieve professional goals, but the results are consistent with the research since it has been demonstrated that an increased workload affects job satisfaction (Jermsittiparsert et al., 2021).

When it is the busiest time of the year, we often experience extreme workloads which causes a lot of stress and sometimes we are not able to perform our jobs as well as we should (Participant 5).

The significance of the workplace environment is another subtheme of the study. Poor communication and low participation are the main causes of the excessively stressful, unorganized, and unstructured work environment, according to the majority of participants.

Communication is a major challenge here. The top management in our hotel usually does not take our viewpoints into consideration and we are supposed to do as we are told. Sometimes, due to differences in our languages and cultures, it become difficult often times in understanding some cues (Participant 18).

According to Aziz et al. (2021), commitment to the organization and the work environment are both related to job satisfaction; therefore, the findings are consistent with the current theory. Employees belonging to both cultures with motivation to carry out their jobs are perceived as more approachable by the team and so foster a good environment, according to the findings. Employees who appear to struggle with everyday duties, on the other hand, feel overburdened and express stress which lowers team cooperation and creates an unfavorable work environment.

For some of our employees, it is often a challenge to adapt to the culture of the Arab hotels. some employees prefer being involved in decision-making. This makes them stressed out when they are being handed over tasks. Some of them cannot deal with stress and this affects their job performance as well. They do not work as efficiently as they are required (Participant 22).

Hemakumara (2020) argues that employee motivation and identification with the corporate culture have an impact on job satisfaction. The hotel staff members are motivated to grow personally at the moment, yet they work in a team that lacks cultural balance. The findings demonstrated the importance of inclusivity and the need for a demanding multicultural workplace where staff members can succeed.

The mixing of cultures is often challenging for us because sometimes employees cannot fully comprehend the cultural contexts. It creates an imbalance within the organization and affects the daily operations as well (Participant 27).

The results support the current findings since they show that employees' expectations about cultural standards are not met, which lowers their level of satisfaction.

In conclusion, the current concept is supported by the job satisfaction findings. The theme is complicated, and while every element discussed in the literature has an impact on it, each person experiences these influences to a different degree.

- *How is communication in low and high-context cultures related to job satisfaction in the hotel industry of KSA?*

It was found that the low-context culture was overly demanding despite being concise and direct.

As far as my interaction with workers from low-context cultures, I find German people far more direct, and sometimes it seems like an attack. But it is simply their way of communicating and in the hotel industry, they (Germans) focus more on the clear line of communication with no formalities (Participant 4).

As a result, they disagree up to some part with Kosse (2022), who claims that cultures from low context use polite language to express their thoughts.

High-context cultures seek to establish a personal connection with their team members and are more open about their emotions. Although they come out to be friendly and open low-context cultures characterize them as overwhelming because they feel they share unnecessary information and become excessively involved in their interactions with others. This leads to miscommunication because low-context cultures become overloaded with the volume and ambiguity of information, whereas high-context cultures hope to create peace through emotional expression.

There is a chance that the communication between two cultural groups is inefficient. In contrast to low-context cultures, which concentrate on meeting deadlines and expecting updates on last-minute changes, high-context cultures prioritize departmental tasks over urgent emails that lack information because they respond positively to personal interaction, according to the participants.

I find it particularly odd that sometimes in this work environment, people do not take deadlines and responding to emails immediately quite seriously. When I was working in Dutch hotels, immediate email responses were our daily job. This causes a little bit of adjustment issue at my end as I am still getting used to this environment and the way things operate here (Participant 17).

Low-context cultures, according to Broeder (2021), are quick to respond to particular issues and want to be informed of last-minute changes in a timely manner so that they can plan.

My manager usually likes everything prepared three days before the task. We are mostly micromanaged in this (low-context culture) environment. Sometimes, it is difficult to cooperate but most of the times it saves us from any hiccups during the task or the meeting (Participant 11).

Whereas, the priorities of high-context cultures focus on adopting processes rather instead of revising plans on urgent matters.

Our focus is to get the job done. When we have been communicated to do the task, we will perform it in a coordinated fashion. Our manager trusts us for that and we do not have to rush and prepare beforehand (Participant 8).

The language barrier was brought up as well. Despite working in the Arab culture, team members usually communicate in English, which might lead to misconceptions when speaking a foreign language, especially when some team members lack good professional English language skills.

Miscommunication has an impact on job satisfaction since it raises workloads when tasks are completed incorrectly, which makes it difficult for employees to focus on their daily responsibilities as well as personal growth.

We have people from different cultures working here. Not everyone can speak good English, even the local Arabs. They prefer communicating in Arabic. Sometimes, it causes frustrations at the worker and the customer's end and it stresses the employees as well (Participant 15).

When evaluating job satisfaction in the hotel industry, communication between high and low-context cultures has an adverse effect on the workplace environment rather than a direct impact on job satisfaction. For the sake of improving performance and well-being, as well as reducing misunderstandings, the staff members must agree on clear communication protocols.

Limitations of the Study

Misunderstandings occurred throughout the interview process because the interviewed hotels are a multicultural company. An overview of the topic and the contribution of selected hotels in the research study in Saudi Arabia's context was provided to the interviewees. On the other hand, the information was provided to the participants in the form of a written document the day before the interview. In retrospect, there should have been more time allowed for the attendees to become familiar with the subject and ask additional questions. A lack of concepts regarding high and low-context culture was found among the participants. Future researchers should consider arranging meetings before the start of the interviews, where participants would be briefed on the main points of the study, definitions of key terms are provided, and ensure that more in-depth responses are provided regarding the study's main points.

Conclusion

High employee turnover in Saudi Arabia's hospitality sector is a recurring issue that was noted in the findings. Therefore, there is a constant need for new employees to adjust culturally and gain confidence in their daily responsibilities quickly. This is an obstacle since, as noted by Koveshnikov et al. (2014), people living in such situations face psychological fluctuations related to adapting to the new culture and discarding their traditions, which can lead to conflicting perspectives which eventually leads to decrease in productivity. Each person experiences it differently depending on their cultural intelligence and prior experience.

As the participants highlighted, rather than placing a higher priority on cross-cultural relationships, new hires are expected to perform well on a daily basis and are not given the time or resources to become comfortable culturally. This appears to be a barrier since, in the end, a lack of engagement and communication with people from different cultural backgrounds results in miscommunications and stress, which has an adverse impact on work performance.

The environment's absence of expected inclusivity was another frequent response in the results. The food and beverage department faces a significant increase in workers from one country during the hiring process, which makes it challenging for them to adapt to the Arabic work culture. They came together to build a community where they could all find comfort in their common values and beliefs. According to Sternberg et al. (2022), interaction with different cultures leads to cross-cultural adaptability. Cross-cultural communication is not significant, even though, if the team member interacts mostly with people from the same shared culture. It also has an impact on how well individuals accomplish their jobs as well since they are unable to adjust to a new work environment, understand the motivations behind their behaviors, and keep working by their own established standards.

In conclusion, the job performance in the hotel industry is highly influenced by the cross-cultural adjustments. Hotels in Saudi Arabia are advised to enhance their focus and strengths on increasing inclusiveness so that the chances of the creation of a culture within a culture should be reduced to the maximum as it negatively affects the adjustment of employees. Moreover, hotel management should be aware of the importance of this matter and should enable an environment where the employees can interact with each other to perform better.

Recommendations And Way-Forward

It is suggested to carry out more research to obtain a deeper understanding of the reason behind the present processes. The rise in employee turnover, an absence of team engagement, and the HR department's hiring practices are a few issues that need more investigation.

Because of the resignation of experienced staff members, hotels in KSA are currently seeing a rise in employee turnover. More qualitative research should be done since it affects the team's morale. Further, the company may conduct exit interviews, to investigate the matter. Based on this information, the reasons behind the increase in resignations can be investigated, and suggestions can be made to help employees with their problems.

The study's participants stated reservations about the hotels' present business environment, believing it lacks sufficient inclusivity. Thus, more investigation of the present method of hiring is necessary, with a focus on evaluating its advantages and disadvantages. It is recommended to employ both qualitative and quantitative research methods. The qualitative approach could involve asking management questions about the appropriate selection process. On the other hand, the quantitative approach could use a questionnaire distributed throughout the organization to analyze recruitment strategies from the past and present, including time spent on screening, the complexity of selection interviews, and use of psychological testing. When combined, these techniques would make it easier to recognize the gaps between the expectations and the current strategy and support the establishment of new procedures.

Regardless of the situation, participants indicated concerns that in the hotel industry, resistance to change can often be caused by a lack of time. As a result, neither training sessions nor inquiry follow-ups are undertaken by staff. To stay in control of their productivity and to gain from continuous training that supports both professional and personal growth, it is worthwhile to look at the reasons behind those opinions and whether there are any straightforward actions that everyone can do. With an emphasis on job performance relating to motivation, qualitative research can be carried out by interviewing and watching staff members and management. An action plan for increasing productivity and worker well-being might be created using these findings.

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