

QATAR UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

THE EMPLOYABILITY OF QATARI CITIZENS IN THE HOSPITALITY SECTOR: CURRENT  
CHALLENGES AND FUTURE PROSPECTS

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Title: THE EMPLOYABILITY OF QATARI CITIZENS IN THE HOSPITALITY SECTOR: CURRENT CHALLENGES AND FUTURE PROSPECTS

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The hospitality industry in Qatar is rapidly growing. The growth is supported by the preparation for the FIFA World Cup 2022 and by the efforts of Qatar towards tourism and hospitality development in the country. Consequently, hundreds of international and local hotels were opened in the country in the last few years. This enormous growth in the number of hotels is not supported by a parallel growth in the workforce to cover its needs. Therefore, Qatar entirely depends on foreigners to run hotels and other hospitality facilities. As a country seeking to be distinguished as a tourism destination, this is not an effective practice. This study sheds light on the barriers and obstacles facing Qatari individuals from all genders when trying to work in the hospitality industry. The study triangulates the topic in three major sections, the hospitality industry attractiveness to Qatari's, social and religious barriers, and lack of hospitality experienced professionals in the Qatari market. The study covers various challenges that might face Qatari's attempting to work in the hospitality industry, including financial challenges, work nature & stress, and career future. In addition, the study investigates the religious and social challenges which might face Qatari's in such domain. Through qualitative and quantitative research methods, the research concluded that the current representation of Qatari's in the hospitality industry is significantly low; less than a hundred Qatari's who work in this industry. It was also found that most respondents do not consider working in the hospitality industry for various reasons. The

community-related barriers are the most critical barriers facing Qatari's from joining the hospitality industry. The community in Qatar does not perceive hotel jobs as stable and prestige jobs; for all genders. However, for women, it is much harder. The work in hotels requires day-to-day interaction with guests and employees in a place that can host bars, night clubs, and a lifestyle that will not fit a Qatari woman. Another barrier was the industry working conditions. The hospitality industry often means working in shifts, working during holidays, working in beginners' jobs such as dishwashing, housekeeping, and receptionists. These circumstances do not seem fit to the majority of Qatari's. The research presented a set of recommendations to affiliated authorities in Qatar to overcome these barriers and attract more Qatari's to the industry. Qatar is in a great need to enhance the existence of Qatari's in this segment before it hosts the FIFA World Cup 2022. This study shall support Qatari's who are attempting to join the hospitality industry, as well as, the current employers in the field currently.

**Key Words:** Qatarization, Hospitality Industry, Qatar, FIFA 2022.

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## CHAPTER ONE: INTRODUCTION

### 1.1 Background of the Research

Qatar's economy is one of the fastest-growing economies in the world. In its plan to diversify the economy and reach Qatar Vision 2030 objectives, Qatar is heavily investing in the hospitality and tourism sector (Hospitality Qatar, 2018). According to Alagos (2018), Qatar is investing 17bn USD in the hospitality infrastructure and hotel rooms. The aim is to have 60,000 hotel rooms (Aaron & Allen, 2018) and 5.1bn growth (Alagos, 2018) by the end of 2022. In addition, the number of visitors has increased by 12.1% in 2018, supported by easier visa processing for approximately 60 countries, including Russia, China, and India. The new visa procedures helped in maintaining the hospitality industry growth regardless of the blockade imposed on Qatar in June 2017. Those new procedures also helped in ranking Qatar hospitality sector as the fastest growing in the Middle East (Qatar Tribune, 2018; Gulf Times, 2018; QNA, 2018).

The hospitality industry creates almost 1000 yearly of employment opportunities in Qatar. However, the majority of those job opportunities are occupied by expatriates from all over the world (Al-Homsi, 2016). This is a result of many reasons. First, the Qataris population is not compatible with the market needs of its booming economy. Second, the majority of Qataris focus on the public sector because of its higher salaries and higher job security rations. Finally, there are various cultural and religious restrictions and limitations in Qatar that a local might face when trying to work in the hospitality sector (Berrebi et al., 2009; Williams et al., 2011; Randeree, 2012; MDPS, 2015; Al-Homsi, 2016).

This study sheds light on the barriers and obstacles facing Qatari individuals from both genders when trying to work in the hospitality industry. The study triangulate the topic in three major sections, the hospitality industry attractiveness to Qataris, social and

religious barriers, and lack of hospitality experienced professionals in the Qatari market.

### **1.1.1 The Hospitality Industry in Qatar: Facts and Figures**

The hospitality industry is a general classification of administrative business areas, including lodging within the tourism industry, occasional organizations, amusement parks, transportation, travel routes, travel, and other areas. Qatar intends to expand the use of tourism by developing and distinguishing between its relaxation and social advertising as part of its Qatar Vision 2030 (Institute of Hospitality, 2018). The promotion of sports events is an important driving force for Qatar (MDPS, 2015). Since the promotion of the Doha Asian Games in 2006, Qatar has effectively anchored many competitors, including: Squash World Open, World Military Sailing Championships, World 9 ball Billiard Championship, FINA Short Course World Championships in 2014. Qatar also hosted the World School Tennis Championships and IHF Handball World Championships in 2016. It also hosted UCI Road Cycling World Championships in 2017 and FIG Artistic World Gymnastics Championship in 2018. The biggest event Qatar is planning to host now is FIFA World Cup 2022.

The hospitality industry is the main driver of demand for accommodation in Doha, accounting for the second largest section of MICE (meetings, incentive travel, conferences and events) with a total interest rate of 65% and 8% market share (MDPS, 2015; The Peninsula Qatar, 2018; FIFA 2022 Stadiums, 2016; F&B Regulations, 2016; Devine et al., 2007).

In December 2017, Qatar's overall labour force participation rate fell to 88.4%, compared with 89.1% last year (MDPS, 2015). Qatar's labour force participation rate is updated annually and can be obtained between December 2006 and December 2017, with a normal rate of 87.4%. Information reached a maximum of 89.1% peerless in

December 2016 and a record low of 79.7% in the December 2006 participation rate of the Ministry of Planning and Development of Qatar. In a recent report, Qatar's population reached 2.5 million in June 2017. The unemployment rate in Qatar continues to remain unchanged, at 0.1% in December 2017. Monthly income was maintained at US\$3,026.9 in December 2017 (Help, 2018; MDPS, 2015).

### **1.1.2 Hospitality Market of Qatar and its Future**

Qatar called on the tourism sector to a new chapter in the 2030 National Strategy for the September 2017 five-year plan, which is indispensable for the economic affairs and investment of the Supreme Council to accelerate the pace of the tourism industry. It will attract visitors to Qatar and promote ways to promote the development of the work (Hospitalityqatar.qa, 2018; Gulf-Times, 2018).

The DTZ record is completed to show the hotels supply of 25,000 buttons for the 2017 New Season 4's most striking hotel Holiday Hotel and Premier Hotel was recently located in Airport Road, West Bay and Education City respectively. These hotels will expand the supply of ubiquitous medium-sized hotels and focus on business travellers and tourists with a more modest spending plan. Despite the value of the new accommodation, the market is still dominated by luxury brands. More than 85% of Doha's room keys and 70% of the base are still 4 or 5 stars.

Qatar's outer casing portion has also been improved from its initial position in the Middle East Gulf Cooperation Council, its positioning encounters visitors, according to the Middle East customer experience report (ArabianIndustry.com, 2018). The number of hotels and rating in Qatar is presented in figure 1. Furthermore, the travel a tourism contribution to the hospitality industry of Qatar is presented in figure 2 below.

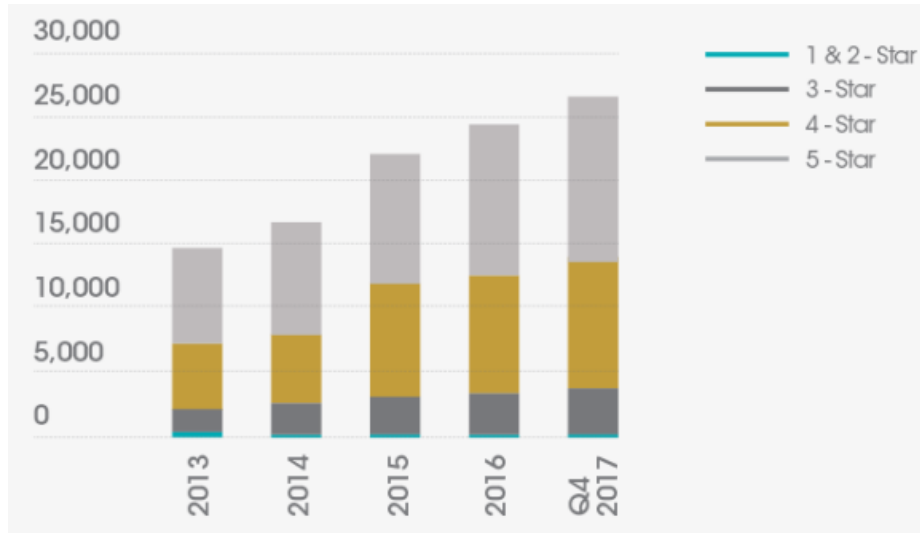


Figure 1: Number of hotels and their ratings in Qatar (DTZ, 2018)

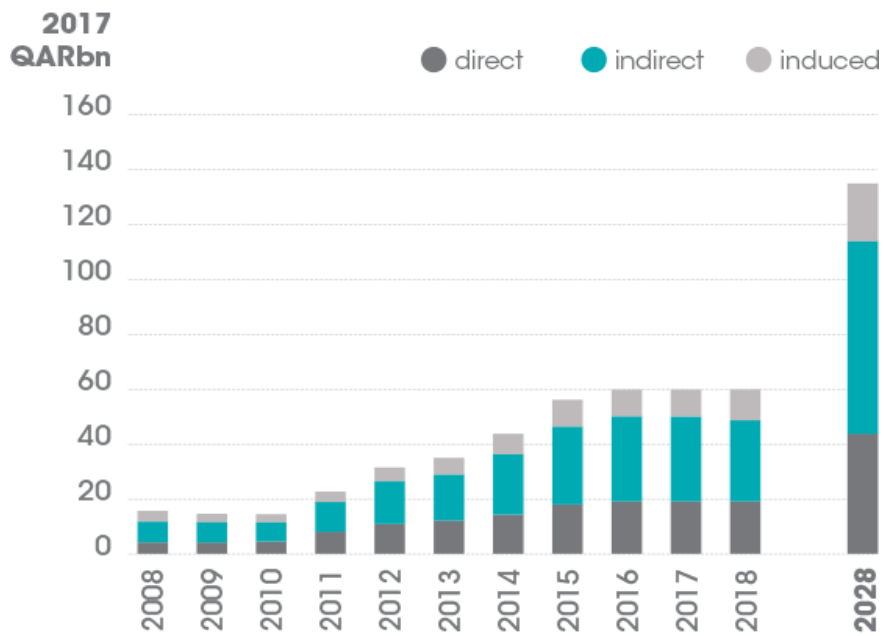


Figure 2: Qatar Travel, Tourism, and Hospitality contribution to the economy (WTTC, 2018)

In Qatar, the quality and cleanliness of accommodation were highly valued in 8.9 and 9.0 respectively, which made the country in both territories in any case. Qatar's accommodation area also received management, food, and offices (WTTC, 2018).

"Qatar's hospitality sector has long been a key attraction to the destination, and today it

stands as proof that our collective efforts over the past few years to enhance the sector were on track," Hassan al-Ibrahim, QTA's acting chairman, said. Guest experience is highlighted in a reliable manner, after some estimations made by QTA to help improve verification of hotel execution and, in addition, a more consistent licensing and direction framework. In addition, after extensive coordination with community businesses, hoteliers and global experts, the hotel classification and classification framework announced in 2016 ensures that all accommodation foundations' star ratings reflect their usability, Qatar lifestyle impressions and great Visitor (Gulf-Times, 2018; Chemers & Murphy, 1995). According to another study by Alpen Capital, Qatar's friendly advertising is a necessary condition for maintaining development and will increase by 5.1 billion pesos (\$1.4 billion) by 2022. Alpen Capital said that by 2022, this will be the 12.1% compound annual growth rate (CAGR) in five years (Staff, 2018; Gulf-Times, 2018). The survey shows that the Qatar hotel sector (4 and 5-star accommodation) is overwhelmed (70%). We hope that the global visitors in Qatar will develop CAGR for 5% to 2.9 million for five years, but it will require a residential quotation time of 4 years and a compound annual growth rate of 46,000. It requires a normal rate of annual rate (ADR) of 0.5% for a five-year compound annual growth rate of \$164-2022, but is confident that revenue per room available (average rentable room revenue) will fall, 0.4% in CAGR5 years To \$91 2022 to 2017, Qatar experienced a decline in the flow of holidaymakers worldwide, especially because of the barriers of some of the country's Arab neighbours to GCC travellers (bighospitality.co.uk, 2018; Gulf-Times, 2018; Chemers & Murphy, 1995).

However, Alpen Capital pointed out that "Qatar is considering it as an opportunity to become self-reliant, and also preparing to host FIFA World Cup 2022." According to FIFA regulations, Qatar must have 60,000 accommodations by 2022 (At the end of

2019, Qatar has achieved 34,000 accommodations only). By 2023, Qatar's National Tourism Department's strategic goal for 2030 is to land 5.6 million visitors worldwide. In order to attract travellers, it submitted new estimates, for example, 80 countries with no local visas. It is expected that the GCC of the show block will reach \$32,500 in 2022 from \$2,290 billion in 2017, which is inferred to have a five-year compound growth rate of 7.2% on the back of the Summer Olympics 2020 World Cup in 2022 in the FIFA World Cup in Qatar and new leisure attractions.

The goal of the Qatar National Tourism Sector Strategy in 2030 is to reach 5.6 million passengers worldwide by 2023. In order to attract travellers, it has proposed new estimates, for example, visas for indigenous people in 80 countries (Clements & Jones, 2006; MDPS, 2015). The GCC Neighbour Show is expected to reach \$32.5bn in 2017 from the expected \$22.9bn in 2017, and the future will be significant occasions including the Expo to 2020, the FIFA 2022 World Cup in Qatar and the new post inferred 7.2% Five-year compound growth rate entertainment attractions (FIFA 2022 Stadium, 2016).

The GCC countries have highly specialized procedures to make themselves a favourite travel destination (UNWTO, 2010). They are making great efforts to advance the tourism industry and the gracious framework, including the terminal development aircraft to expand the input to handle the limits of expected guests.

“But after the planned events (post-2022), there would be concerns of oversupply unless there is some visibility on future initiatives by GCC governments to maintain the momentum,” Alpen Capital noted.

Somewhere in the range of 2017 and 2022, it is estimated that the GCC quotation developed by the 4.01% compound annual growth rate of approximately 835.723

rooms, including rooms, apartments revised. However, in the long run, it hopes that the business will run well in key landing passengers for these occasions around the world, the Alps Capital said (UNWTO, 2010; Brawn, 2004).

## **1.2 Problem definition**

People work for various reasons such as financial stability, self-development, secure purchasing ability, and career future. Some jobs and industries provide all these reasons combined, while other jobs and industries provide some of it. Workforces do not always have the luxury of choice; sometimes, people are forced to work in a specific job or industry because they have no better options. When they have options, people may prefer working in one industry more than another because of its nature, work stress, and workload (Dessler, 2006; Stella, 2008, Jarnstrom & Sallstrom, 2012; Burton, 2012; Nduka, 2016). The hospitality industry in Qatar is rapidly growing. According to Hospitality Qatar (2018), Qatar opened 17 five stars hotels in 2018 and 23 hotels in 2019. This rapid growth is supported by expectations that approximately 600,000 visitors will be in Qatar during FIFA World Cup 2022. This growth means that thousands of jobs are opening in the hospitality industry (The Economist, 2012; Oxford BG, 2016; Astorri, 2013; Amey, 2015; Tesse, 2016; SCDL, 2018; Qatar Tribune, 2018).

In an interview with SKIFT Qatar (2015), the Chairman of Qatar Tourism Authority, stated that there are no many Qataris currently working in the hospitality industry in Qatar. Unlike tourism, hotels do not attract Qataris. A study by Shankman in 2015 concluded that out of 61,777 employees in the hospitality sector in Qatar, the locals did not exceed 100 (Shankman, 2015). This number of locals is surprisingly small in a country that is trying to boost this industry. The mission of this research is to identify the reasons behind this small percentage. The research assumes that the main reason is the low salaries in the hospitality industry compared to other industries easily accessible



by Qataris. The fact that Qatar's population is small is also another critical factor. More reasons can also be the work pressure in the hospitality industry and Islamic considerations, especially in hotels that sell liquors and host nightclubs and beach parties.

### **1.3 Problem Statement**

Due to the small number of Qatari, if any, who work for the hospitality sector, the main problem this study was set to investigate is what the factors are affecting the inclination of Qataris to work in the hospitality sector. In more details, this study tried to identify and examine the challenges whether financial, work stress, work nature or career path.

The ultimate goal of the study is to investigate methods to overcome those challenges and attract more Qataris to work in the hospitality industry in Qatar. To reflect to the problem definition above, the research main question is to understand what can be done to attract more Qataris to work in the hospitality industry in Qatar?

### **1.4 Research Objectives**

- To assess the current existence of Qataris in the hospitality industry.
- To explore the community related barriers for working the hospitality industry in Qatar.
- To analyze the hospitality industry related barriers for Qataris.
- To propose applicable recommendations aiming to motivate Qataris to work in the hospitality industry in Qatar.

### **1.5 Research Questions**

To meet the above problem statement and the research aims and objectives, the research needs to investigate other affiliated factors and variables such as the current job satisfaction level among Qataris in the hospitality industry in Qatar and the challenges they face when trying to join the industry. The research questions below determine the issues for investigation in this study:

1. To what extent are Qataris currently represented in the hospitality industry in Qatar?
2. What are the community-related barriers facing Qataris who are trying to join the hospitality industry in Qatar?
3. What are the hospitality industry-related barriers facing Qataris who are trying to join it?
4. What can be done to attract more Qataris to work in the hospitality industry in Qatar?

#### **1.6 Rationale and significance of the study**

Qatarization is an extremely important part of Qatar's plan to reach Vision 2030. According to AlHomsy (2016), Qatarization is facing significant challenges in private sector industries such as the Hospitality industry. Qatar is in a great need to enhance the existence of Qataris in this segment before it hosts the FIFA World Cup 2022. This study will help Qataris who are attempting to join the hospitality industry. It will also help Qataris who are already working in the industry. In addition, this study will support hotels' human resources professionals to set plans for attracting more Qataris to their organizations by using the recommendations and suggestions which is included in the study.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Barriers to Working in the Hospitality Industry**

Due to the large-scale development of the tourism industry, reflected in the precise increase in the supply of global gross domestic product (WTTC, 2011), tourism is often seen as a key driver of financial progress. However, such speeds are particularly unique in the development of particularly serious competition added that the ultimate goal of creating a company that is constantly improving is a great burden Endure and development (Keller, 2006; WTTC, 2010; Pivcevic & Petric, 2011; Bednarczyk, 2013; Hjalager, 2002). Surprisingly, experimental research and authoritative measurements show the progress of things in the unpretentious dimensions of the tourism industry and offer a vast picture behind this tendency is a potential explanation (Camison & Monfort-Mir, 2012; Hjalager, 2010; Hjalager, 2002; Pivcevic & Petric 2011). There are more and more publications on the development of the tourism industry, executive reflections and scattered information on the problem of undeveloped areas that have not been carefully examined (Hjalager, 2010). One of the regions often mentions a reasonable scale, but little research has been done on the progress of the obstacles involved in the experiment in the tourism industry (Hjalager, 2010). Therefore, the purpose of this paper is to fill the gaps in intellectuals by providing evidence that blocks several components of creativity (Akkawi, 2010; F&B Regulations, 2016).

#### **2.1.1 Financial Barriers**

The financial barrier considers the overall impact of the global recall and its impact on business and recovery, wages and working hours, and the different dynamics of the response to these impacts (IUF, 2006; Jang & Park, 2011). The sector is affected by the current monetary conditions of the countries that are created and developed. In the second half of 2008, the decline in global tourism began and increased in 2009 after

several consecutive development periods (IUF, 2010). The drastic reduction in tourist traffic, the duration of expenses, the cost of vacationers, and the expansion of corporate cost constraints have prompted HCT's global financial movement to quickly exit. These effects are due to rising unemployment, unstable propaganda, economic and social weakness, and a sharp drop in normal household wages in the hospitality sector (Jang and Park, 2011). In Qatar, the hospitality sector often employs non-Qataris because of their low wages compared to nationals' salary scale. It is assumed that the wages and salary scale of the hospitality industry is demotivating Qataris to join the industry. This is also supported by the high salary scale Qataris can receive in any other industry such as oil and gas, banking, or government jobs.

### **2.1.2 Work Nature Barriers: Working Conditions and Work Load**

The working hours of the hospitality workforce are higher than any other; furthermore, the representatives must be affectionate to their customers and be attentive. This requires a high amount of attention because any small lack will be counted as a great impact on the brand of hospitality. The sector employs a younger workforce than usual, with 33% of representatives under the age of 25 compared to 12% of the Qatar economy (Dann, 1990; MDPS, 2016). This number has increased to 66% for seating staff and 60% for bar staff. Statistical changes in British society mean that the number of young experts below the age of thirty will fall dramatically (MDPS, 2016; Chen, and Choi, 2008; Lundberg, Gudmundson, and Andersson, 2009). The Hotel Management Institute, which is involved in the work and pensions sectors, has been working for many years to improve the ages of the hospitality industry. However, in recent years, more and more mature workers must be used (Baum, 2006). This is a problematic message because the fact that additional youth is unemployed has been highlighted. As the youth unemployment rate has fallen to a minimum within six years, conditions of

different ages have returned to the plan (Giampiccoli, and Mtapuri, 2015).

The pressure of youth work is higher in terms of representation to the customers. The need to maintain low wage costs is one. Indeed, hospitality industry has the minimum wage allowed by the legal profession, so its action plan is biased towards young workers. It is more expensive to use more experienced workers. In addition, the extension of time and the physical nature of many accommodation jobs make them unacceptable for more experienced workers (Sobh, and Belk, 2011).

### **2.1.3 Job Future Barriers**

Experts who spoke at the Hotel and Tourism Summit on June 5 in London said that the best test for friendly organizations is not funding or mentoring but finding the right people. This is the key to the new tourism council exchange promoted by the tourism industry at the summit. On behalf of the hospitality, the street organization to provide internships to the employees and restaurants of the Whitbread Hotel has recruited several disciples in the program (Chon, 2013; Sheldon et al., 2008). There are visible holes between the people used, which may be due to a large number of low maintenances, short, easy and regular female occupations in the area, especially during retirement. It is for many people that hospitality industry has a vague future. Many of those youth workers recruited by hotels and restaurants work in it for few years often during college and do not plan to spend their life in a hotel. In rich countries, the wealthy nationals do not need to work in places that do not offer clear future (Sheldon et al., 2008).

## **2.2 Socio-Cultural Barriers for Working in the Hospitality Industry**

The ability to change society includes perceptual contrast and tolerance; although, cognition is a cultural consideration and an understanding of cultural contrasts such as values, norms, styles, and behaviours. Three-tier culture must be correctly estimated

and considered (Rosinski 2010, p.35). Social variation recognizes the different important measures of the national society. There are some social comparisons between several countries. Social contrast can be expressed in verbal or nonverbal correspondence, social collaboration, identity, sexual orientation, class or training (Hofstede, 2001; Rosinski, 2003, p.17). They affect human behaviour and how workers run errands. Social differences also contain precise comparisons, for example, in conviction, logic, and social control estimates. In an association, there may be many deliberate comparisons in society. Therefore, Hofstede (2012) has ended more collectivist Asian society, but Western society is generally more individualistic. It is very important for the boss to think about these social comparisons because they have unique attributes, for example, in terms of collectivism or individualistic goals. Including assets in multicultural behavioural supervisors, the goal is to make the best workers and organizations that are reasonable, predictable and effective partnerships (Hofstede, 2001, 2011, 2012). As Peterson (2004, p.22) points out, social quality is a standard and standard that individual meetings consider to be large, correct, or beneficial. These qualities describe the focus of culture and include spiritual, profound and moral miracles; basically, values are a model of social temptation (Reisinger 2009, p.91).

Many surveys show that social comparisons can generate basic questions about global exhibitions, letters and advances. As Wang and Matila (2011) stated, the social foundation of the client is an indispensable factor because culture determines the way individuals think and see it once. Triandis (1990) pointed out that the most important social measure affecting customer behaviour is independence from the community, which is one of the five elements of the national culture recognized by Hofstede (2001). In Western societies, such as American culture, independence is more valued, and in

Eastern society, communities are more popular, for example, the Chinese culture (Kim, 2010). These studies are in stark contrast to the insights and perceptions of Western and Asian clients (Kim and Kim, 2010; Naor, 2010). In this way, in the vicinity of the neighbourhood, in the sense of life, Western and Chinese customers compared the response to the accommodation estimation strategy. Working conditions, language, lack of contribution, internal know-how, and observation. Swimming and Meyer (1986, p. 105), the restriction expressed to provide associations is part of the hierarchy, the language used, the proximity of the workplace and external noise. In Qatar, work is not only about earning money and the community is more collectivistic. Therefore, having a job in Qatar may go beyond personal interest to social class and society measures. In addition, it is forbidden for Muslims to work in places that offer alcohol. Therefore, this may create another problem for Qataris who are willing to join the hospitality industry.

### **2.3 Globalization vs Localization: Motivating Locals**

Zhou and Belk (2004) argue that each market is special and that global approaches cannot adequately assess social comparisons in different markets. Given the need to maintain a culture nearby, Ger and Belk (1996) proposed a limited approach. Undoubtedly, many people tend to use symbolism from their surroundings because they can more effectively connect to nearby forms of life, quality, and behaviour (Crane, 2002). Some studies suggest that both use and advertising are not universally harmonized. These tests highlight the striking impact of the surrounding society and show clients how to hybridize or "globalization" close and global social influences (Hermans and Kempen, 1998; Rezer, 2004; Steenkamp and De Jong, 2010). In addition, Robertson (1992) clarifies that globalization is a reflective process that integrates the world in a solitary place through the expansion of communication between the diverse requirements of life. These market models lead to the homogenization of buyer demand

Alden et al. (1999) and Ritzer (2007) recognize the boom in the global culture of clients. In addition, the institutionalization of advertising, intercultural cooperation and coordination, corporate internationalization, cross-border competition and general investment in the market have contributed to the development of a global culture of buyers (Levitt, 1983; Ritzer, 2007).

Enhancing localization however may be very necessary to make sure that the industry is represented by locals. Qataris, both males and females need to be motivated to join the hospitality industry. Motivating locals may not be as easy as some think. It is a complicated process that should include education, orientation, good working conditions, job security, and market-scale salaries.

## 2.4 The Theoretical Framework

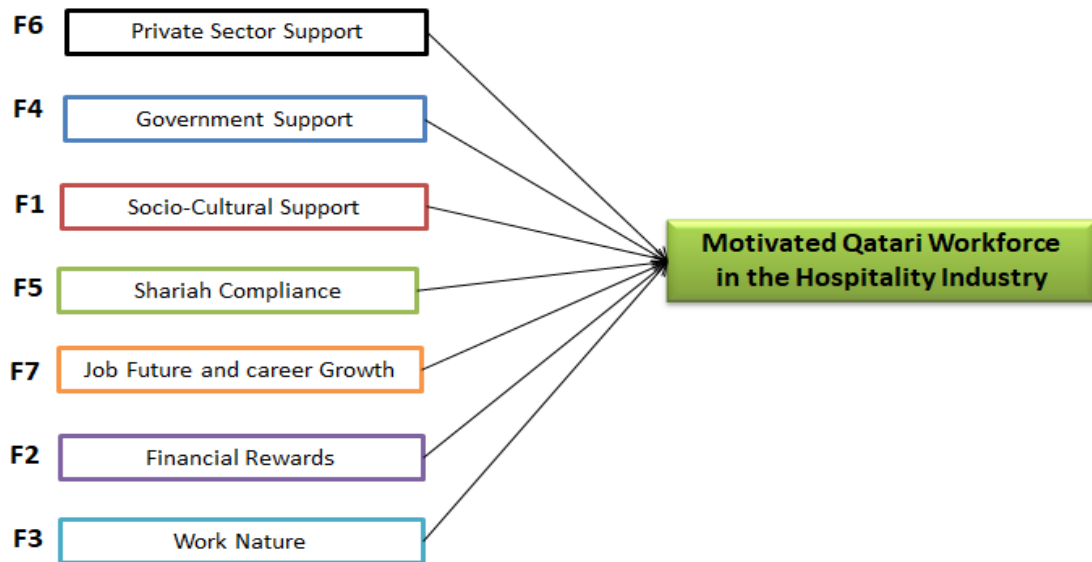


Figure 3: Theoretical Framework

The above figure (Fig 3) explains the different factors that may affect the intent of this study, which is to have motivated Qatari workforce in the hospitality industry. The conceptual framework suggests that the above factors/variables need to study and



evaluated among the target audiences of this project in order to determine the critical gaps and pitfalls in motivating the Qatari workforce. These variables are numbered according to their importance and influence on the Qataris who wishes to join the hospitality industry. These variables were tested through the questionnaire as it was designed based on the research questions and based on these factors. The questionnaire discussed with the respondents the socio-cultural impact, the religious impact, the financial rewards, job future, and work nature in the hospitality industry.

## **CHAPTER THREE: METHODOLOGY**

### **3.1 Research Design**

The classification of research design often falls in the threefold of explanatory, descriptive, and exploratory (Saunders et al., 2009). However, in some cases, depending on the research questions and issues for investigations, research can be a mixture of descriptive and explanatory, which means that research, can have more than one purpose.

In this study, the research is descriptive. As shown in the conceptual framework and the research questions, the study describes the relationship between the hospitality industry features and potential Qatari employees of the industry. It also explains the relationship between the motivation and the social/religious barriers which might face Qataris who are trying to join this industry. Studying the relationship between the variables help to understand what would motivate more Qataris to work in this industry.

### **3.2 Research Instruments**

Looking at the research questions and conceptual framework, the study needs a mixed-methods approach. This term is used when both qualitative and quantitative data collection techniques are used in research design. According to Creswell and Creswell (2018), using both qualitative and quantitative techniques does not mean to combine their results. However, the results can be compared and presented together while answering the research questions. Tashakkori and Teddlie (2003) stated that the mixed methods approach is best used when they provide better chances to answer the research question through trusted findings. Accordingly, the study made use of qualitative and quantitative research methods.

### **3.3 Quantitative Research Methods**

Quantitative research methods are methods dealing with numbers and measurable values in a systematic way of researching an issue or phenomena and their relationship (Bacon-Shone, 2015). The quantitative method typically begins with data collection, which is based on a certain theory, research questions, and hypothesis. Surveys are an example of what quantitative statistical methods used for data collection.

Questionnaires and surveys are often used to collect data for descriptive and explanatory research methods. Through the quantitative results and analysis between statistical findings, research can draw a relationship between variables (Saunders et al., 2009). Therefore, to collect quantitative research data, a questionnaire was used in this study. The following sections explain the population, sampling, and process of the questionnaire.

#### **3.3.1 The Quantitative Study Population**

The research focuses on studying what could motivate Qataris to join the hospitality industry. Therefore, all Qataris can be considered as part of the research population. However, not all Qataris are fit to work in such an industry in terms of education, age, and experience. To overcome this challenge, the study focused on the students of the College of Business and Economics at Qatar University. This college is one of the few institutions in Qatar that provides bachelor's and masters' programs in business management and can supply the hospitality market with the necessary manpower. Therefore, the College of Business and Economics students are the most affiliated with the study purpose than other Qataris.

#### **3.3.2 Sampling Type and Sample Frame**

The sampling type was random. The study collected responses from Qatari students in

the College of Business and Economic from both genders and from different study levels. This ensured that the sample is representative and the random selection of students gives all Qatari students at the college a chance to be part of the study.

### **3.3.3 Sample Size**

Deciding the sample size depends on the type of analysis that will be conducted and also on the total size of the population. In this case, the research population is relatively small and accessible. In this case, it is recommended, according to Fisher (2007), to use the entire population as a sample. This means that the sample equals the number of all the Qatari students in the College of Business and Economic.

### **3.3.4 Questionnaire Design**

The questionnaire was designed using the questionnaire matrix tool. It explains the relationship between the research questions and the questionnaire questions. It also explains the different dependent and independent variables in each research question and how it will be answered through the research questions. Also, the questionnaire was designed in a simple and straightforward way to make sure that it is easy for respondents to answer it.

### **3.3.5 Questionnaire Distribution**

The questionnaire was distributed using Survey Monkey. Survey Monkey is the most used website for questionnaire distribution in the world. It allows the single IP address to answer the questionnaire once only. It also saves time and effort. Survey Monkey allows also adding introductions and explanations before the questionnaire. The questionnaire link was sent through WhatsApp broadcast to the Qatari students of the College of Business and Economic at Qatar University. Eighty completed questionnaires were collected and used for the analyses after one week of the broadcast.

### **3.3.6 Quantitative Data Analysis**

The quantitative data were analysed using bivariate simple model which explain each independent variable and its role in the study on the dependent variables. The findings were compared to the literature review and the variables that are presented in each question. The quantitative results are grouped in the following variables:

- The Current Representation; it discusses if participants were ever in front of an opportunity to enter the hospitality industry and what prevents them from that.
- Community Impact; this discusses the impact of the community, the family, and the religion on the idea of joining the hospitality industry.
- Industry Situation; it discusses the situation of the industry itself and whether it is an attractive industry to join or not.

### **3.4 Qualitative Research Methods**

Qualitative research often describes and understands social phenomena in terms of the meaning people bring to them (Boeije, 2010). Using qualitative research means that the study has to have flexible variables and method enabling contact with people involved to some extent with the study. According to Brayman (2012), qualitative research often emphasizes words rather than quantifications in the collection and analysis of data.

To conduct qualitative research, the in-depth interview was used as an instrument. The research conducted three interviews with the following people:

#### **List of Interviewee:**

1. Mr. Basel AlHamad: Sales and Marketing Manager – Movenpick Hotel Doha: To provide information about hotels perception of attracting and recruiting Qataris.
2. Mr. Ziwa A.M: Director of Procurement and Engineering – Marriott Hotel Doha: To provide information about hotels perception of attracting and recruiting Qataris.

3. Mr. Abdulaziz Allbrahim: Director of Policy and Human Resources Planning Department. (Ministry of Administrative Development, Labour, and Social Affairs): To understand the efforts done by the ministry to attract Qataris to the hospitality industry. Also, to understand the possible challenges facing them.

The above people provided rich information about the situation of Qataris in the hospitality industry in Qatar. Each of them represent different angle of the topic and their input is extremely important to the study. The findings of the interviews were sub-categorized and analysed according to the research questions using conventional content analysis method.

### **3.5 Ethical Issues**

Ethical standards were maintained throughout the research process. The questionnaire respondents and the interviewees were ensured anonymity. The questions presented in the questionnaire and interviews were neutral and not leading questions. Also, the research did not present any discrimination, political, or social-conflict ideas at any stage and for any purpose.

## CHAPTER FOUR: RESEARCH RESULTS

### 4.1 Quantitative Results

#### 4.1.1 Current Representation

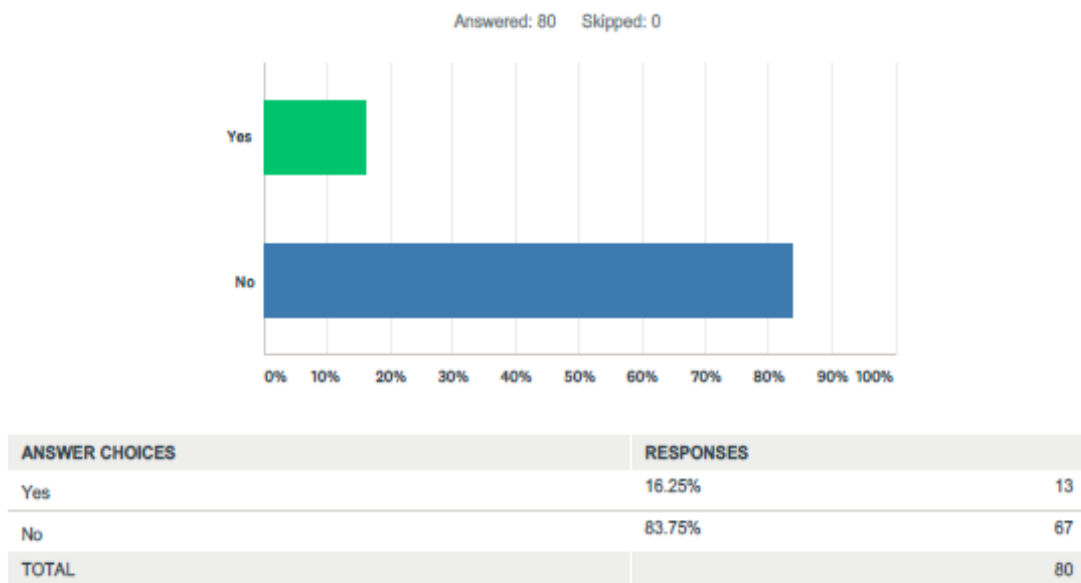


Figure 4: Have you got any offer or opportunity to join a hospitality organization in Qatar?

As shown in the figure above, only 16% of the respondents received an opportunity to enter the hospitality industry and work in any of the hotels in Qatar. This means that the majority did not. This is a low percentage considering the fact that the participants are all studying in the business college and are qualified on the basis of education to join the industry.

In response to the open-ended question that asked respondents what would encourage them to join the industry, the answers varied. Some stated that nothing would encourage them while some others mentioned incentives and salaries. It was also noticeable that few of the participants mentioned local organizations such as Katara Hospitality. Some

stated that if they owned a hotel, they might consider working in it. It was also surprising to see some answers that such as “hotels need to be under governmental police and support” and “hotel work is for women only.”

These answers clearly explain that many of those participants have unusual perceptions about the hospitality business. It also shows a lack of awareness about the industry’s employment benefits and processes.

#### 4.1.2 The Community impact

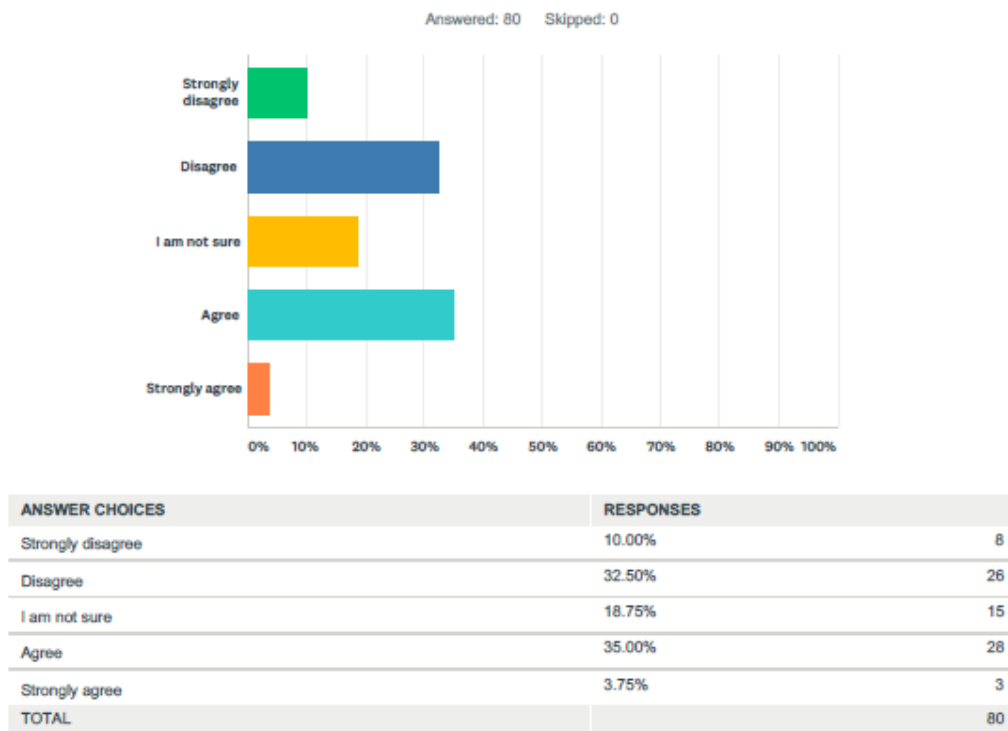


Figure 5: The Qatari community is open-minded towards working in the hospitality industry

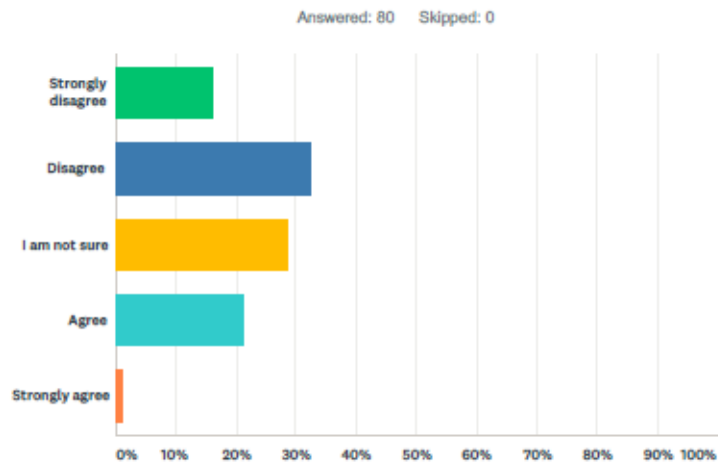
In Qatar, work is strongly linked to social status and social experience because the community is more collectivistic. Therefore, having a job in Qatar may go beyond personal interest to social class and society measures. The above question tests this



opinion and collects answers about the community's perception of working in the hospitality industry.

As shown above, the agreeing and disagreeing participants are close in numbers. However, those who strongly disagree (10%) outnumber those who strongly agree (3%). This clearly indicates that the community is not open-minded towards people working in the hospitality industry and in hotels. The community in Qatar has questions such as, what honour is there to work in a hotel. Also, most hotels sell alcohol, organize parties, and contain bars and night clubs. Such activities are not truly welcomed in Qatar's conservative community. Again, this means that the community and the public in general have serious, negative perceptions about hotels and the hospitality industry in general. This is contradicting with the fact that all hotel owners in Qatar are Qataris.

## The Cultural Impact



| ANSWER CHOICES    | RESPONSES |
|-------------------|-----------|
| Strongly disagree | 16.25% 13 |
| Disagree          | 32.50% 26 |
| I am not sure     | 28.75% 23 |
| Agree             | 21.25% 17 |
| Strongly agree    | 1.25% 1   |
| TOTAL             | 80        |

Figure 6: Your culture encourages you to work in a hospitality organization like hotels?

As mentioned earlier, Qatar's community is a conservative community with a collectivistic nature. This means that choosing a job in Qatar is linked to culture in many ways. Since the culture is conservative and is based on Islamic standards, then working in hotels with bars and working anywhere as a woman is not appreciated by the community.

The above results clearly support this assumption since the majority of respondents disagreed (32%) and strongly disagreed with the statement saying that the culture encourages people to work in the hospitality industry. Again, this is a result of the negative perception of hotels and hospitality in the country. It might also be based on the way the existing hotels operate and what type of services and employees they have.

The same also goes for family support. In Qatar, the families are usually extended and part of bigger circles such as tribes. When someone from a tribe does something that is culturally unaccepted, the family will not support it. This means that families will not accept their sons and daughters working in hotels and will – at least – resist that in the form of opinions.

### *The Religious Believes*

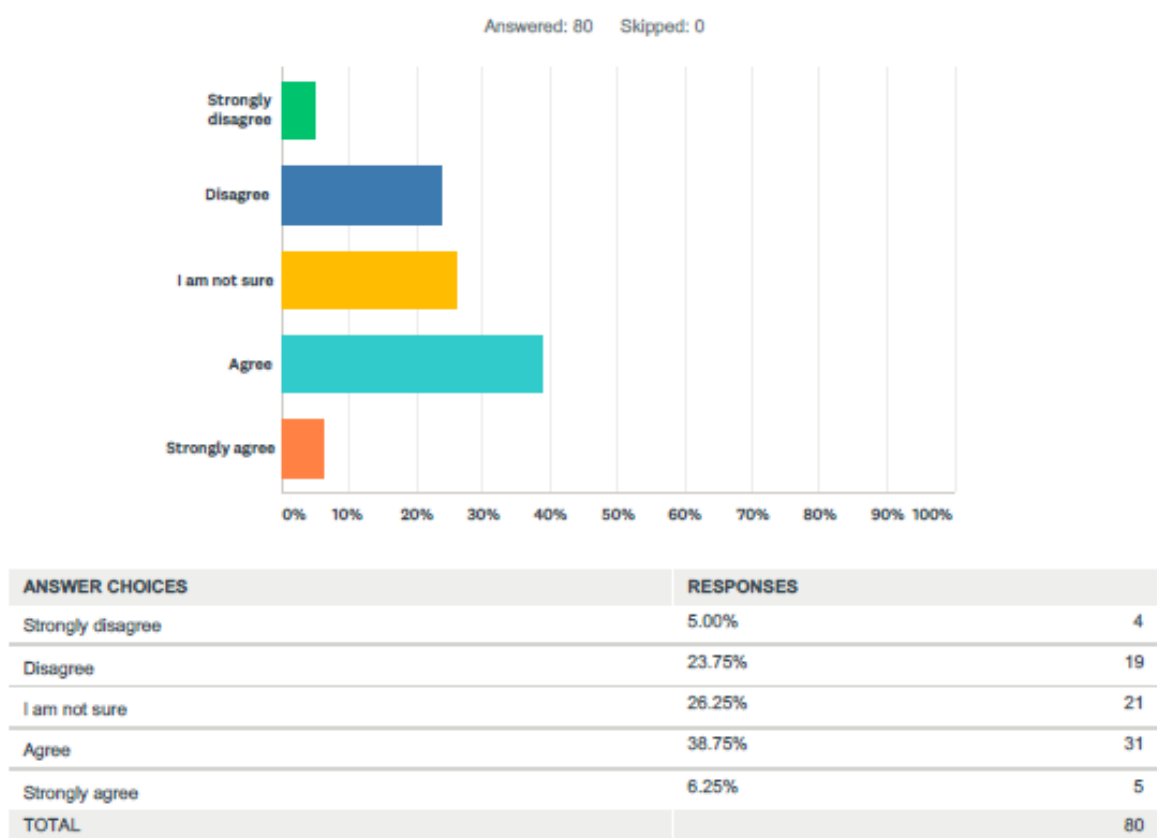


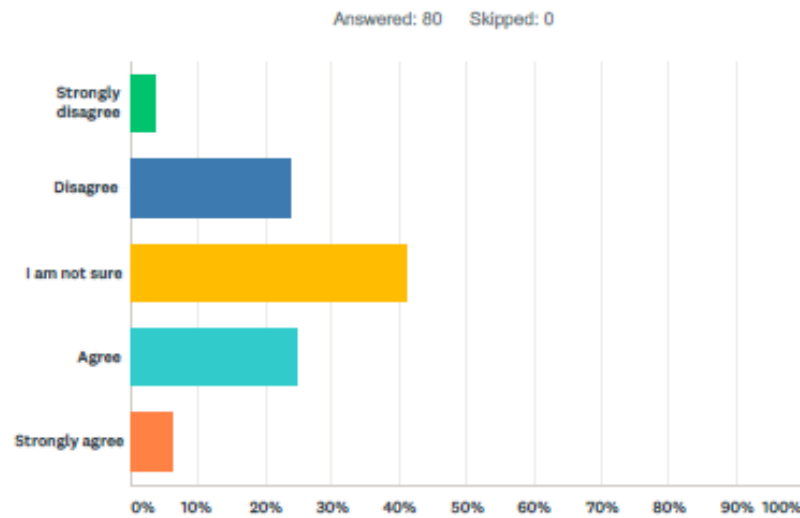
Figure 7: Your religious believes does not affect your decision to join or not to join a hospitality organization such as a hotel?

Islam does not prevent people from working in hotels. There are no straightforward instructions in this regard. Islam only prevents people from working in capacities that involve delivering alcohol or earning profits from it. However, this is not something to

be taken as a strong barrier. Islam does not allow interest loans, and still, hundreds of thousands of Qataris deal with QNB and Commercial Bank that is traditional and not Islamic. This means that religion does not affect all the people, especially when it comes to making life decisions.

Cultural, heritage, and community standards seem to be a bigger challenge concerning employment in the hospitality industry than religion in Qatar. This is reflected in the above answers as the majority of respondents (38%) believe that religion does not affect their decision to join a hospitality organization such as a hotel.

## The Private Sector Support



| ANSWER CHOICES    | RESPONSES |
|-------------------|-----------|
| Strongly disagree | 3.75% 3   |
| Disagree          | 23.75% 19 |
| I am not sure     | 41.25% 33 |
| Agree             | 25.00% 20 |
| Strongly agree    | 6.25% 5   |
| TOTAL             | 80        |

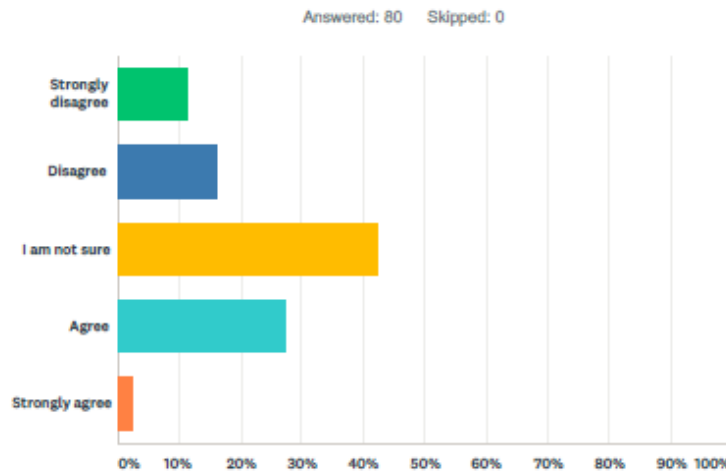
Figure 8: The private sector supports Qatarization in the hospitality industry; to what extent do you agree with this statement?

Qatarization is a law that promotes recruiting locals in all types of organizations in the country. However, it does not seem to be active in private sectors such as hospitality. The Ministry of Labour does not track hotels' records about Qataris' recruitment while it does for other industries such as banks and oil and gas. This means that the efforts of Qatarization in the private hospitality sector are poor.

The above results confirm this since many respondents disagreed and strongly disagreed with the statement. Also, the majority (41%) were not sure about the situation. This means that hotels are not obliged by the government to recruit Qataris.

Knowing that Qataris have the highest salary scale in the world, it will always be preferred by hotels to recruit foreign employees.

### 4.1.3 Industry Situation



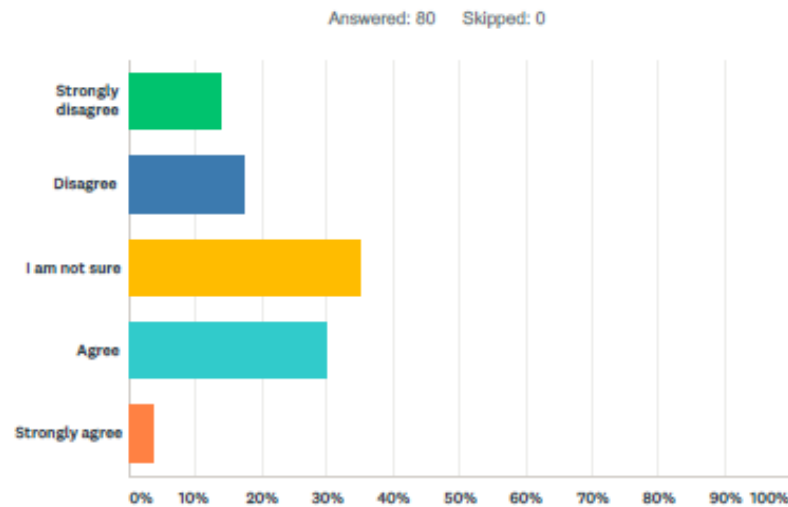
| ANSWER CHOICES    | RESPONSES |    |
|-------------------|-----------|----|
| Strongly disagree | 11.25%    | 9  |
| Disagree          | 16.25%    | 13 |
| I am not sure     | 42.50%    | 34 |
| Agree             | 27.50%    | 22 |
| Strongly agree    | 2.50%     | 2  |
| TOTAL             |           | 80 |

Figure 9: The financial rewards in the hospitality industry are satisfactory.

The majority (42.5%) were not sure about the salary scale in hotels, while many respondents disagreed (16%) and strongly disagreed (11%) with the above statement. This means that for many Qataris, working in the hospitality industry is not an option because of the salary. This is expected because a fresh graduate in Qatar can receive between 5000 to 6000 USD in a government or semi-government job in Qatar. In hotels, this salary can only be earned when the person is a department head which takes a long time after graduating or after joining a hotel. In Qatar, the hospitality sector often employs non-Qataris because of their low wages compared to nationals' salary scale. It is assumed that the wages and salary scale of the hospitality industry are demotivating

Qataris to join the industry. This is also supported by the high salary scale Qataris can receive in any other industry such as oil and gas and banking. Financial rewards are an important motivation to work. When people are paid enough in a certain sector, they will most probably accept or try to join it.

## Career Future in the Hospitality Industry



| ANSWER CHOICES    | RESPONSES |           |
|-------------------|-----------|-----------|
| Strongly disagree | 13.75%    | 11        |
| Disagree          | 17.50%    | 14        |
| I am not sure     | 35.00%    | 28        |
| Agree             | 30.00%    | 24        |
| Strongly agree    | 3.75%     | 3         |
| <b>TOTAL</b>      |           | <b>80</b> |

Figure 10: Working in the hospitality industry secures your career future. To what extent do you agree with this statement?

Many of those youth workers recruited by hotels and restaurants work in it for a few years, often during college, and do not plan to spend their life in a hotel. In rich countries, wealthy nationals do not need to work in places that do not offer a clear future.

The above results show that many believe that working in hotels will secure them a solid career future (30%). On the other hand, 35% are not sure, while around 31% disagreed and strongly disagreed. The retirement process and incentives for Qataris is considered luxurious for those working in government and semi-government organizations. In the private sector, such as hotels, such provisions do not exist. That is



the reason behind the contradictory answers of the respondents. One of the most important aspects of work is assuring a prospered future, and if the work does not provide a path toward that, people will tend to avoid joining it.

***The work nature in the hospitality industry***

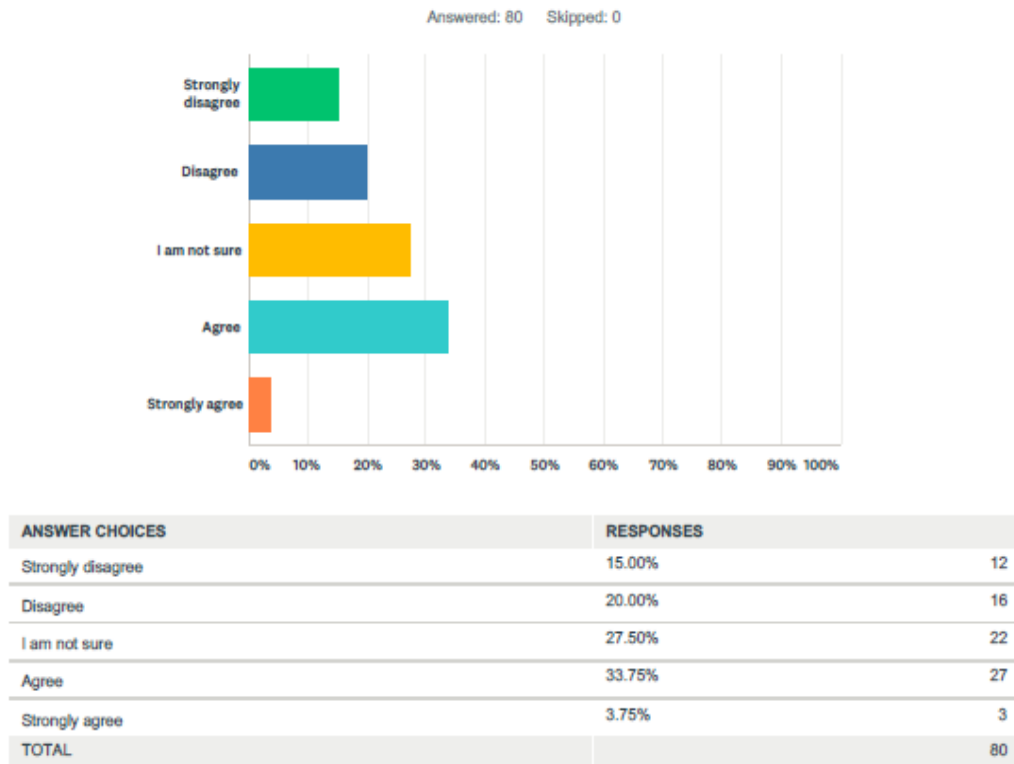


Figure 11: The work nature in the hospitality industry is suitable for you. To what extent do you agree with this statement?

In this question, the research tests the working conditions and the work nature in the hospitality industry (i.e., working hours/atmosphere). Working hours and working conditions can motivate or demotivate employees to join the industry. For example, in the banking industry in Qatar, the workday ends at 3:00 pm. In the government, it ends at 2:00 pm. In addition, government and semi-government organizations provide two off days weekly and do not require working on the weekends for the majority of its employees. In hotels, the work is usually in shifts and lasts for nine hours every day.

Also, hotel occupation rates grow higher on the weekends. This means that when the country is resting, the employees of the hospitality industry will be working at full capacity.

Therefore, 15% strongly disagreed, and 20% disagreed with the statement, while 27% were not sure. On the other hand, 33% agreed and believed that the working conditions are somewhat suitable. These results tell that many do not prefer working in the hospitality industry because of the working conditions which might not be very convincing to Qataris when compared to other industries and to government organizations.

## **4.2 Qualitative Results**

Three in-depth interviews were conducted for the purpose of collecting qualitative data. The interviews were done with two executives from hotels in Qatar, and one interview was with a director from the Ministry of Labour. The interviews focused on extracting information about the current representation of Qataris in the industry and the community impact, including religion and culture. The interviews also focused on understanding the industry situation, including financial rewards, job future, and working conditions. The interviews were concluded by asking about future improvement and the role of government and private sector in this improvement. The interviewees' answers are grouped and categorized in these variables that are based on the research objectives and conceptual framework.

### **4.2.1 The Current Representation**

The interviewees all agreed that the current representation of Qataris in the hospitality industry is very low. Marriott Hotel Doha, for example, has 550 employees. Only one of them was a Qatari national, and he resigned in September 2019, according to Mr. Ziwa. Also, Movenpick Hotel Doha has no Qataris among its 380 employees.

The interviewees justified the low number of Qataris differently. The hotel executives stated that low salaries and long working hours are the most obvious barriers preventing Qataris from working in the industry. Mr. Al-Ibrahim from the Ministry of Labour agreed about the financial element but also stated that the culture does not support such employment, especially for the women. This is mainly because the shifts system in hotels which is not preferable to Qataris g.

#### **4.2.2 Community Impact: Culture and Religion**

The director from the ministry stated that for males, it might not be a problem to work in a hotel in Qatar. However, for females, it is much harder. Also, Mr. Al-Ibrahim stated that a person in the hospitality industry starts with low positions, but this is usually not accepted by most Qataris because they can easily get higher jobs with better and higher social class. Mr. Al-Hamad from Movenpick hotel said that culture has a significant impact, not only for Qataris but even for females from Arab countries living in Qatar because they share similar cultural beliefs. This means that the nature of the hotel industry and communication with guests from all types and different countries in the world are not always acceptable. For religion, the interviewees considered it similar to the culture which will affect peoples' choice of joining the hospitality industry especially for women.

#### **4.2.3 Industry Situation**

The nature of work is different between hospitality and other sectors such as oil and gas and government sectors; the hospitality sector has different schedules, and some positions require working in shifts that might not be accepted by many Qataris as stated by Mr. Al-Ibrahim. The same applies for the financial rewards. The interviewees believe that other sectors provide more money and better overall compensation packages compared to hotels. Qataris are always seeking to be employed in these two

major sectors in Qatar. In Movenpick Hotel, for example, there are no special standards or packages for Qataris. This means that there is no special recruitment by the hotel, specifically targeting Qataris. Qatar now is hosting so many events, especially the FIFA World Cup 2022, which will need a large number of people in the hospitality field. The interviewees believe that as the industry is developing, more Qataris will be joining it. However, in Qatar, other sectors such as oil and gas and banking will still maintain their positions as attractive industries unless some serious efforts take place to change the existing situation of the industry.

#### **4.2.4 Future Improvement**

According to Mr. Al-Ibrahim, the majority of people do not know about the hospitality industry and its wide opportunities. People think of hotels as restaurants and rooms only. In fact, hotels are much more complicated organizations with huge responsibilities and an excellent learning environment for employees. Awareness was suggested as a solution to improve Qataris representation in the industry. Also, they mentioned that the private sector should participate by conducting workshops for graduates, participate in university career fairs, and share the list of requirements for the potential candidates and development plan as well. They also stated ideas about increasing salary scales for Qataris.

Mr. Ziwa from Marriott Hotel stated that Qataris will always prefer to work in the oil and gas industry or even in other sectors like banks or governmental organizations. He blamed this on the human resources law of the country, which does not provide support to hotels but instead focuses on supporting other sectors. It was also stated that Qataris would not accept starting in low positions; many candidates asked to be in managerial positions to start, but the hotels will not put new workers in management positions. In the hospitality industry, it is always recommended to start at the bottom to understand

how the work is done in all departments. The interviewees clearly stated that the government has a huge responsibility in this regard. Incentives and financial rewards may be attractive solutions.

## CHAPTER FIVE: RECOMMENDATIONS AND CONCLUSION

The qualitative and quantitative results collected and presented in the previous chapters confirm that the representation of Qataris in the hospitality industry in Qatar is low. The results also confirmed and introduced various reasons for this low representation. Also, the low number of Qataris in the hospitality industry is not healthy for the growth purposes of this industry. This might be risky since Qatar is promoting itself as a premier tourist destination and preparing to host the largest sports event in the world, the FIFA World Cup 2022 that will attract hundreds of thousands of visitors to this small country.

This chapter discusses the results by answering the research questions by summarizing the qualitative and quantitative findings and comparing them to the literature review and assumptions presented in the conceptual framework.

### 5.1 Research Questions

#### 1. *To what extent are Qataris currently represented in the hospitality industry in Qatar?*

As presented and highlighted by the qualitative and quantitative findings, the current representation of Qataris in the hospitality industry is very low. There are fewer than 100 Qataris who work in this industry in the whole country. The majority of them work in Katara Hospitality, which is a holding company that owns and manages hotels. So the majority are not even working in a traditional job in a hotel. It is very common to see an entire hotel with hundreds of employees, none of whom are Qatari. This means that 0.002% of Qataris work in hotels. This percentage is extremely small considering the fact that Qatar market is witnessing a hotel opening every other day.

**2. *What are the community-related barriers facing Qataris who are trying to join the hospitality industry in Qatar?***

It was found that community-related barriers are the most significant ones keeping Qataris from joining the hospitality industry. Qatar's community is conservative and collectivistic. This means that many people will choose their work based on community perceptions. The community in Qatar does not perceive work opportunities in the hotel industry as stable and prestigious. This is for both genders. However, for women, it is much harder. The work in hotels requires day-to-day interaction with guests and employees in a place that can host bars, night clubs, and a lifestyle that will not fit a Qatari woman. Also, the Qatari community is driven by Islam, which forbids working in a place that offers alcohol. Although this seemed not a significant barrier to many Qataris, still many stated it is a significant barrier that is not allowing them to join this industry.

**3. *What are the hospitality industry-related barriers facing Qataris who are trying to join it?***

Each industry has specific requirements. The hospitality industry often means working in shifts, working during holidays, working in beginners' jobs such as dishwashing, housekeeping, and receptionists. These circumstances do not seem to fit the preferences of the majority of Qataris. For example, working in a bank will allow the employee to leave to his home at 3:00 pm, while in hotels, the morning shift leaves at 5:00 pm. Also, working during the weekends and holidays is not something people would agree on without proper motivation.

In addition, the financial rewards of the industry are not very convincing. Qatar is a wealthy country with the highest GDP per capita in the world. This means that people have enormous salaries to suit their lifestyles. Working in the hospitality industry does

not guarantee this privilege, especially for the new entrants. For example, a graduate from a business college in Qatar can start in a bank or the oil and gas industry with a starting salary of 20 to 25 thousand riyals, which is equal to six thousand dollars.

**4. *What can be done to attract more Qataris to work in the hospitality industry in Qatar?***

It can be concluded through the quantitative findings that Qataris are not, as a whole, really interested in working in the hospitality industry. In some of the answers to the open-ended question in the questionnaire, many stated that nothing would encourage them to join the industry, while some stated that if financial rewards are high enough, they would consider joining the industry (see appendix 3). As for the qualitative results, the interviewees believed that with comparison to other industries, the hospitality industry would not be attractive enough to Qataris in its current form. The government needs to provide more support to the Qataris, who join this industry. Also, the working conditions, shifts, and working hours should be more flexible to compete with other industries. The responsibility of the private sector was also highlighted. Hotels and hospitality companies should consider recruiting Qataris and attract them rather than entirely depending on foreigners.

## **5.2 Recommendations**

According to the research findings and answers to the research questions, it can be stated that attracting Qataris to work in the hospitality industry is not an easy objective to achieve. There is a wide range of barriers and obstacles that cannot be solved in the short term. However, the following recommendations are based on the findings and the academic background of the study and can be considered as the road to a motivated Qatari workforce in the hospitality sector in Qatar.

- Government Support:



- National-Scale Study: the government - presented by the Ministry of Labour - should carry a national-scale study about the matter of Qataris employment in the hospitality industry. This study should include all the hotels and hospitality organizations in the country. This study should build a clear idea about the average salaries provided by the hotels and the working conditions. According to this study, the following recommendations can be implemented.
- Road Committee: the ministry needs to establish a committee from different authorities in the country to take control of attracting Qataris to the hospitality industry. This committee should include the National Tourism Council (NTC), Katara Hospitality, Ministry of Labour and Social Affairs, and the Ministry of Education. Each of these authorities should study and plan strategies to overcome the challenges of attracting Qataris to the industry.
- Strategy Development: the strategy should focus on two major issues:
  - Increase the number of Qataris in the industry by 250 nationals yearly.
  - Increase the number of sponsored students in hospitality universities to 100 yearly.
- Awareness: the research found that most respondents have a vague idea about hotels. The idea perceived by the people is that hotels are bars, night clubs, and rooms only. In fact, hotels are much more than that. Hotels are comprehensive organizations with product processes, service quality, maintenance facilities, and great human resources practice. Accordingly, an awareness campaign should take place to improve this perception. This campaign can include:
  - High Schools: High Schools' students should be rotated over different industries such as banks, oil and gas, tourism, and hospitality. Arranging visits and short training

courses to high school students will create a generation that has a clear idea about the hotel work mechanism.

- Communication: communication activities such as promotions, advertisements, and press releases can be published about the hotel industry and its future prospects in the county.
- Recruitment Fairs: the government should organize a recruitment fair for the hotels in Qatar in which Qataris can provide their resumes and have walk-in interviews. This activity can be done independently or under the umbrella of the career fair that takes place annually in Qatar. Such a fair can attract many Qataris.
- Fiscal Support: the hotels should be supported to pay Qataris salaries. For example, a Qataris receptionist will not accept 3 or 4 thousand riyals a month. Hotels cannot afford huge salaries. Therefore, the government should pay what can be called a “Social Allowance” to those who are working in hotels. A very good example here in Kuwait. Kuwait pays approximately 70% of the basic salary to Kuwaitis who work in the private sector. As a matter of fact, such a policy can save the government a great deal of money. The government will be paying very little compared to the situation where the Qatari is employed by the government.
- Support hospitality universities: Qatar now has one university that offers a bachelor's degree in the hospitality industry, which is Stenden University. This university is very small and graduates less than two hundred students yearly, and most of them are from the tourism sector, not hospitality. More colleges should be opened, especially at Qatar University, to supply the market with more Qataris.

- Sponsoring: the government should sponsor students in the hospitality industry to encourage more people to join it. Educating students is a perfect investment to enhance the long term strategy of Qatarization in the hospitality industry.
- Culture: hotels are a decent workplace with a lot to learn and experience. The negative perspective about hotels should be countered by positive publicity in the media and the local communication channels. People should know that working in hotels is a respected job, and those who works in hotels are not all waiters or housekeeping employees. The hotels have large opportunities for executives and highly educated people as well.
- Work Nature: the working nature in the hotels must be slightly improved. Working for 10 hours a day with one hour break is considered high. The hotels should match the number of working hours per day with the average of other industries in the market such as banks and government.
- Special attention to women: the hotels need to find cultural-friendly positions for Qatari women such as Human Resources, Procurement, and Marketing. It is hard for a Qatari woman to work as a waiter, for example, because it is socially unaccepted. Therefore, the Qatarization in the hospitality industry should take into consideration the cultural aspects to attract more Qataris.
- Alcohol: The Qatari staff should not be involved or asked to be involved in any alcohol-related activities at any time. This is against the genuine believes of Muslims and must always be avoided.
- Maintain the national dress code: Qataris everywhere in the country – except for the police and the army – work in their traditional dresses such as Thob for the men and

Abaya for the women. This should be accepted by the hotels in Qatar because many will refuse to wear a uniform that can sometimes be against culture or religion.

- Job Future and Career Planning: with the rapid increase in the number of hotels opening yearly in Qatar, Qataris can be provided a career plan in which they should climb up if they continue to work. Also, the retirement funding should be kept for people working in this industry to encourage them to join it.

The above recommendations are all linked to the fact that a committee needs to be assigned to carry out those changes and recommendations. The recommendations are all realistic and can be easily adopted by both the government and the private sector. However, those recommendations are all policy-related recommendations with long-term objectives.

### **5.3 Research Limitations and Further Studies**

This research faced several limitations and challenges before it successfully meets its aims and objectives. The hospitality industry in Qatar is still immature and is rapidly growing. Therefore, it was hard to get updated statistics such as salary scales, promotions policies, and the Qatarization process. The lack of research papers about the subject in Qatar and GCC also made it harder to benchmark and compare.

To avoid such problems, future studies can shortlist Qataris working in the hospitality industry and interview them. This will give a much clearer idea about their level of satisfaction in the industry and why they have joined it. Their reasons can become a motivation to others.

Future studies can also study the financial rewards and packages for workers in the hospitality industry and match it with similar positions in other industries. This needs the help of the Ministry of Labour. However, it will be very beneficial for the study to outline the salary scale needed to attract locals.

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**APPENDIX A: QUESTIONNAIRE MATRIX**

| <b>Research Question</b>   | <b>Variables</b>       | <b>Questionnaire Questions</b>  | <b>Type of Measurement / Type of Analysis</b> |
|--|------------------------|---|---|
| To what extent are Qataris currently represented in the hospitality industry in Qatar                            | Current Representation | Have you received any offers to join a hospitality organization in Qatar?<br><br>Are you employed by any hospitality organization in Qatar?   | Nominal / Bivariate                           |
| How satisfied are the current Qataris employed in the hospitality industry in Qatar?                             | Employee Satisfaction  | If yes, how would you rate your overall satisfaction with your employer?  | Ordinal / Correlation                         |
| What are the community-related barriers facing Qataris who are trying to join the hospitality industry in Qatar? | Community impact       | The Qatari community is open-minded towards working in the hospitality industry.<br><br>Your culture encourages you to work in a hospitality organization like hotels?<br><br>Your family will support you if you decide to join a hospitality organization such as hotels?<br><br>Your religious believes does not affect your decision to join or not to join a hospitality organization such as a hotel?<br><br>The private sector supports Qatarization in the hospitality industry, to what extent do you agree with this statement? | Ordinal / Bivariate                           |

|   |                            |  |   |
|---|----------------------------|--|---|
| <p>What are the hospitality industry-related barriers facing Qataris who are trying to join it?</p> | <p>Industry Situation</p>  | <p>The financial rewards in the hospitality industry are satisfactory. To what extent do you agree with this statement?</p> <p>Working in the hospitality industry secures your career future. To what extent do you agree with this statement?</p> <p>The work nature in the hospitality industry (i.e. working hours / atmosphere) is suitable for you. To what extent do you agree with this statement?</p> | <p>Ordinal / Correlation</p>                  |
| <p>What can be done to attract more Qataris to work in the hospitality industry in Qatar?</p>       | <p>Future improvements</p> | <p>What would encourage you to join a hospitality organization such as a hotel?</p>  | <p>Open-ended question. Content Analysis.</p> |

## APPENDIX B: QUESTIONNAIRE TEEMPLATE

**Dear Respondent,**

I, **Mariam Sultan Alsuwaidi**, would like to invite you to participate in my research study as part of my Graduation Project in MBA.

The purpose of the study is to identify Qataris willingness to work in hospitality sector in Qatar. (**The employability of Qatari citizens in the Hospitality Sector. Current challenges and future prospects**). This study shed lights on the barriers and obstacles facing Qatari individuals from both genders when trying to work in the hospitality industry. This study be carried out in Qatar university, and data analysis will be in College of Business & Economics.

The survey would not take more than ten minutes of your time. The information\data collected will be kept strictly confidential and will not be shared with any party. Your participation is completely voluntary and anonymous. If you would like to obtain the result of the study, you may provide your e-mail address at the end of the survey, however, this is entirely optional. You may withdraw form this survey at any time.

This study is approved by the Qatar University Institutional Review Board with the approval number.....; If you have any question related to ethical compliance of the study you may contact them at [QU-IRB@qu.edu.qa](mailto:QU-IRB@qu.edu.qa) .

If you have any question you may contact me at:

E-mail: [swidi@qu.edu.qa](mailto:swidi@qu.edu.qa)

Phone: + 974 4403 7749

E-mail: [ma1704772@qu.edu.qa](mailto:ma1704772@qu.edu.qa)

Phone: + 974 77075858

Thank you for your valuable time.

I have read, understood and I agree to participate.

Please click next only if you are Qatari:

|                   |              |                    |
|-------------------|--------------|--------------------|
| <b>Age</b>        | _____        |                    |
| <b>Gender</b>     | Male         | Female             |
|                   |              |                    |
| <b>Occupation</b> | Student only | Student / Employee |
|                   |              |                    |
|                   | Yes          | No                 |

|   |                   |          |               |       |                |
|---|-------------------|----------|---------------|-------|----------------|
| <b>Have you received any offers to join a hospitality organization in Qatar?</b>                |                   |          |               |       |                |
| <b>Are you sponsored by any hospitality organization in Qatar?</b>                              | Yes               |          | No            |       |                |
|   |                   |          |               |       |                |
|   |                   |          |               |       |                |
|   |                   |          |               |       |                |
| <b>The Qatari community is open-minded towards working in the hospitality industry.</b>         | Strongly Disagree | Disagree | I am not sure | Agree | Strongly Agree |
|   |                   |          |               |       |                |
| <b>Our culture encourages me to work in a hospitality organization like hotels?</b>             |                   |          |               |       |                |
| <b>My family will support me if I decide to join a hospitality organization such as hotels?</b> |                   |          |               |       |                |
| <b>Our religious beliefs do not affect my decision to join or not to join a</b>                 |                   |          |               |       |                |



|  |  |  |  |  |  |
|--|--|--|--|--|--|
| <p><b>hospitality organization such as a hotel?</b></p>  |  |  |  |  |  |
| <p><b>The private sector supports Qatarization in the hospitality industry, to what extent do you agree with this statement?</b></p>                   |  |  |  |  |  |
| <p><b>The financial rewards in the hospitality industry are satisfactory. To what extent do you agree with this statement?</b></p>                     |  |  |  |  |  |
| <p><b>Working in the hospitality industry may have great future opportunities and promotions. To what extent do you agree with this statement?</b></p> |  |  |  |  |  |
| <p><b>Working in the hospitality industry secures my career future. To what extent do you agree with this statement?</b></p>                           |  |  |  |  |  |

|   |  |  |  |  |  |
|---|--|--|--|--|--|
| <p><b>Physical working conditions in the hospitality industry is attracting. To what extent do you agree with this statement?</b></p>                             |  |  |  |  |  |
| <p><b>The work nature in the hospitality industry (i.e. working hours / atmosphere) is suitable for you. To what extent do you agree with this statement?</b></p> |  |  |  |  |  |

**What would encourage you to join a hospitality organization such as a hotel?**

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## APPENDIX C: OPEN-ENDED QUESTIONS RESPONSES

### Q15 What would encourage you to join a hospitality organization such as a hotel?

Answered: 42 Skipped: 38

| #  | RESPONSES  | DATE                |
|----|--|---------------------|
| 1  | Four season hotel  | 10/19/2019 10:17 PM |
| 2  | I'm not willing to join in these kinds of organization   | 10/19/2019 10:28 AM |
| 3  | Nothing  | 10/19/2019 10:19 AM |
| 4  | New working environment  | 10/19/2019 10:08 AM |
| 5  | Experience   | 10/19/2019 10:03 AM |
| 6  | Salary   | 10/18/2019 12:28 PM |
| 7  | Yes  | 10/18/2019 10:55 AM |
| 8  | Money  | 10/18/2019 10:52 AM |
| 9  | if the Hotel is for women only, and the salary and rewards is very high.   | 10/18/2019 10:48 AM |
| 10 | Very good salary   | 10/18/2019 10:45 AM |
| 11 | Yes  | 10/18/2019 10:43 AM |
| 12 | I am not really thinking about hiring in this profession because I have already identified my future job.                          | 6/9/2019 12:26 PM   |
| 13 | No things  | 5/20/2019 12:04 PM  |
| 14 | Income   | 5/20/2019 7:12 AM   |
| 15 | Nothing  | 5/18/2019 11:49 PM  |
| 16 | Katara   | 5/17/2019 10:40 PM  |
| 17 | Katara   | 5/17/2019 6:34 PM   |
| 18 | Nothing  | 5/16/2019 3:05 PM   |
| 19 | -  | 5/16/2019 2:09 PM   |
| 20 | Good salary in my opinion but I'm not sure if I would feel comfortable working in a hotel  | 5/16/2019 4:11 AM   |
| 21 | I don't think there's any thing will encourage me to work in hotel   | 5/16/2019 1:04 AM   |
| 22 | High salary  | 5/16/2019 12:52 AM  |
| 23 | Salary   | 5/15/2019 10:52 PM  |
| 24 | nothing  | 5/15/2019 10:04 PM  |
| 25 | Financial reason   | 5/15/2019 8:40 PM   |
| 26 | فقر - financial  | 5/15/2019 8:09 PM   |
| 27 | -  | 5/15/2019 8:05 PM   |
| 28 | marketing  | 5/15/2019 7:48 PM   |
| 29 | I haven't thought about it before, but I have no problem in working there. My parents may have a problem or may not I am not sure. | 5/15/2019 7:31 PM   |
| 30 | nothing  | 5/15/2019 7:26 PM   |
| 31 | I love organizing and helping businesses in my country   | 5/15/2019 7:16 PM   |
| 32 | By myself  | 5/15/2019 6:50 PM   |

## Willingness of Qataris to work in the hospitality sector

SurveyMonkey

|    |   |                    |
|----|---|--------------------|
| 33 | I don't have answer   | 5/15/2019 6:21 PM  |
| 34 | Financial weakness or non stable living                     | 5/15/2019 6:12 PM  |
| 35 | Non   | 5/15/2019 6:09 PM  |
| 36 | nothing at all  | 5/15/2019 6:07 PM  |
| 37 | To be under governmental policies and support by government | 5/15/2019 6:01 PM  |
| 38 | Salary and less work time hours                             | 5/15/2019 5:59 PM  |
| 39 | -   | 5/15/2019 5:58 PM  |
| 40 | Less working hours  | 5/15/2019 5:58 PM  |
| 41 | Owning one  | 5/15/2019 5:58 PM  |
| 42 | Money   | 5/15/2019 11:21 AM |

## APPENDIX D: INTERVIEWS' SCRIPT

### **Interview 1**

Ministry of Administrative Development, Labour, and Social Affairs

Interviewee: Mr. Abdul Aziz Hassan al Ibrahim

Director of Policy and Human Resources Planning Department

Office: 40287771 / Mobile: 33080903 / Email: ahassan@adlsa.gov.qa

### **Interview Questions**

**1. How would you rate the current Qatari representation in the hospitality industry in Qatar?**

The current rate of Qatari working in this field is very low, especially among the female national. Qatar is one of the countries that is restrictive to the cultural and tradition and working in this field considered to be difficult. In addition, Qatar males are looking for jobs in the semi-government organization and oil and gas industry.

**2. In general, what do you think is the main reason behind low number of Qataris in the hospitality industry? And why?**

For the hospitality industry the financial benefits are the main concern for male, as the salary is very weak and the limited allowance that provide. However, compare to oil and gas industry the financial benefits are very high even for those who have no bachelor's degree. In the other hand for female the hospitality environment is not acceptable for Qatar culture. So, female prefer to work more in the government with regular working time (no Shifts).

**3. To what extent do you believe Qatar culture accepts nationals working in the hospitality industry?**

As I mentioned earlier that for male they always try to look for an active job, however, because of the salaries in hospitality and job positions are below Qatari's male expectation, it is hard for them to accept easily. But females are more restrict to the culture accepts for working in this sector.

**4. What do you believe are the cultural challenges facing Qataris working in the hospitality industry?**

Hospitality is the relationship between a guest and a host, wherein the host receives the guest with goodwill, including the reception and entertainment of guests, visitors, or strangers. Accordingly, for Qatari female cultural challenges is main issue of acceptance working in this sector.

**5. What do you believe are the religious challenges facing Qataris working in the hospitality industry?**

Again, when talking about hospitality is critical as it involves more relationship between guest, victor and guest. Religious challenges also will be main aspect for female.

**6. How would you evaluate the work nature of the hospitality industry compared to other industries available to Qataris such as banking and oil and gas?**

Work nature is totally different between hospitably and oil and gas sector, both have different timing, and some requires working in shifts. However, for hospitality is more communication skill with English languages, but for oil and gas they require more technical and high degrees.

**7. How would you evaluate the financial rewards of the hospitality industry compared to other industries available to Qataris such as banking and oil and gas?**

If your look at salary rate in Qatar, you will find that oil and gas and banking is highest sectors. Qataris female and male are always seeking to be employed in these two major sectors in Qatar.

**8. How would you evaluate the job future in the hospitality industry compared to other industries available to Qataris such as banking and oil and gas?**

Qatar now is hosting so many events specially 2022, which will need a huge amount of people in this filed. So, the hospitality industry will increase. However, oil and gas and banking sectors will still maintain to attract the national as of the financial benefits and work environment.

**9. What do you think the government should do to encourage Qataris to work in the hospitality industry?**

Many people don't know that hospitality industry is very wide and an opportunity for all national to develop them self and develop the country as well. I would recommend having more session and awareness to high schools' students and also for those in business school as it match their criteria with qualifications needed in this filed.

**10. What do you think hotels and other private sector organizations should do to encourage Qataris to work in the hospitality industry?**

Hotels and other private sector should make workshops for graduates, participate in universities career fair, share the list of requirements for these sector and development plan they will get. In addition, to increase the financial benefits and allowances.

**11. Additional Comments / Suggestions.**

After the completion of the project I would like to have the survey outcomes, as Mistry of Administrative development, we need to know how our graduates observation and develop them to take place in this filed.

## **Interview 2**

Marriott Hotel

Mr. Ziwa A M

Head of procurement

Mobile: +974 339111745

### **Interview Questions**

**1. Do you have any Qataris currently working in the hotel?**

We had one employee and he resigned last month.

**2. In general, what do you think is the main reason behind low number of Qataris in the hotel industry? And why?**

For the hotel industry the main issue I would say the working hours. As you know working hours in hotel is 9h each day and sometime needs more depend on the season? Also so might need to work on shifts which are no preferable by Qataris.

**3. To what extent do you believe Qatar culture accepts nationals working in the hospitality industry?**

I don't know about culture

**4. What other factors that you think affect the number of Qataris working on hotel?**

Financial benefits are other main factor as hotel salaries and benefits is low compare to other industry.

**5. How would you evaluate the job future in the hospitality industry compared to other industries available to Qataris such as banking and oil and gas?**

In my opinion Qataris will always prefer to work in oil and gas industry or even in other sector like banks or governmental organization. Where they supported by Qatar HR law and better financial benefits and Working hours. In addition, in these sectors I think they will have better job secure.



**6. What do you think hotels and other private sector organizations should do to encourage Qataris to work in the hospitality industry?**

As for Marriott hotel, we consider all the CVs whether Qataris and non-Qataris. However, as I said that most Qataris are looking over our exceptions of salaries or they would like to start in heads positions.

**7. Additional Comments / Suggestions**

No.

### **Interview 3**

Movenpick Hotel

Mr. Basel Alhamad

Sales Manager

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### **Interview Questions**

**1. Do you have any Qataris currently working in the hotel?**

No

**2. In general, what do you think is the main reason behind low number of Qataris in the hotel industry? And why?**

The main issue is the Salary. Qataris have a very high expectation of salary and allowances, even the fresh graduated.

**3. Is there any other factor that you think affect the number of Qataris working in hotel?**

Yes, the working hours and for female I the cultural issue. For example, for female, hotels are not the appropriate place to work. On the other, hand, Qataris male prefer to work in other place where they have the regular working hours. You know that hotels is not like any other industry, it needs more working hours or even something working in different shifts.

**4. To what extent do you believe Qatar culture accepts nationals working in the hospitality industry?**

Well it affects a lot, not only for Qataris even for female form Arab countries, because of nature of hotel industry and communication with different nationalities

**5. Do Movenpick hotel have strategy to attract more Qataris?**

We don't have special standers for Qataris, it general any candidate is more than welcome to apply and each CV is taking in to considerations.

**6. How would you evaluate the job future in the hospitality industry compared to other industries available to Qataris such as banking and oil and gas?**

As I said Qataris main issue to work in hotel is the financial benefits, it is very low compare with oil, bank, and semi government organization.

**7. What do you think hotels and other private sector organizations should do to encourage Qataris to work in the hospitality industry?**

Because of Qatarization law, we do encourage and consider any Qatari applicate, but we don't have many its only few and for specific positon, like managers and directors.