

The Impact of Diversify Management on Achieving Competitive Advantage in Cairo Hotels

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ARTICLE INFO

ABSTRACT

Keywords:

Diversify Management; Competitive Advantage; Cairo Hotels; Hospitality Industry.

(JAAUTH)
Vol. 22, No. 2,
(June 2022),
PP.154-173.

The concept of diversity management has become a reality in many organizations, where multicultural hotel chains work to integrate minorities, avoid discrimination, and work on the principle of equal opportunities. This article aims to analyze the relationship between diversity management practices and achieving competitive advantage in five-star hotels in Cairo, which is one of the main tourism cities in Egypt. This article relied on the field survey method, where 385 questionnaires were sent to respondents in the selected hotels and 316 were valid. Data were analyzed by using SPSS software version 22. The findings of this study showed that there is a significant and positive relationship between diversity management and competitive advantage. As the diversity approach in hotels is directly related to the presence of a balanced workforce that enhances the organization's ability to attract, develop and retain the most qualified employees, and thus high performance rates, and achieve competitive advantage.

1. Introduction

The concept of competitive advantage began to appear in the 1980s of the twentieth century when the American Business School launched a new concept of international competitiveness, which is the concept of 'competitive advantage' as an alternative to the concept of 'competitive advantage' (Al-Rababa, 2007). Where the competitive advantage arises as soon as the organization discovers new methods that can be applied to be more effective than those used by competitors (Porter, 1998). The concept of diversity management is one of the modern administrative concepts. Geert Hofstede in 1986 measured the cultural dimensions between groups in IBM company through a five-dimensional model to provide a measure of cultural differences between groups within the organization (Hofstede, 2011). International organizations have realized the importance of diversity, and then set its own policies and programs and identified the most important practices that achieve them, (Bhatti *et al.*, 2019). Increasing diversity practices has a positive impact on employee performance and the organization's brand, as it shapes the company's success and represents a competitive advantage through terms of innovation and differentiation (Bacik and Turakova 2018).

1.1 Research Problem

The research gap was clear through the previous studies that highlighted the impacts of workforce diversity on competitive advantage in the hospitality field (Skolnick, 2021; Salama *et al.*, 2014; Modera 2013;), while some studies have focused on the positive practices of the diversity management approach (Isotalus and Knuuttila, 2018; Rabl *et al.*, 2018; Urbancova *et al.*, 2016) In addition, some studies cover topics related to competitive advantage dimensions (Krupskiy *et al.*, 2019; Hosseini *et al.*, 2018; Marzouk, 2018). The research question can be formulated in the following form:

What is the impact of diversity management for human resources on achieving competitive advantage in five-star hotel establishments in Cairo?

1.2 Research Objectives

The main research objectives can be determined, as follows:

- Determining and analyzing the direct impact of diversity management on the competitive advantage of Cairo hotels.
- Building a theoretical framework for the diversity management and the competitive advantage.
- Presenting a set of recommendations in the form of an action plan that works to enhance the impact of diversity management on the competitive advantage.

1.3 Research Hypothesis

There is a significant relationship between diversity management and competitive advantage in Cairo hotels, Egypt.

From the previous hypothesis, the following sub-hypotheses can be formulated:

- There is a significant relationship between the internal dimensions of diversity management and the achievement of competitive advantage.
- There is a significant relationship between the external dimensions of diversity management and the achievement of competitive advantage.
- There is a significant relationship between the organizational dimensions of diversity management and the achievement of competitive advantage.

1.4 Research Model

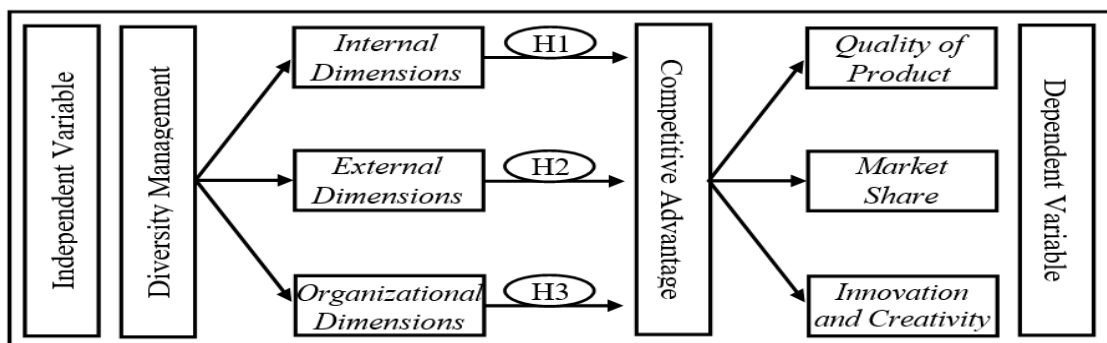


Fig.1. The Research Model

2. Background

2.1 Diversity Management

2.1.1 Concept of Diversity Management

Generally, diversity is defined as differences and variances, but researchers have differed on defining this concept, where it is defined as individual differences in social and historical interests that contribute effectively to more benefits to the organization, which helps to improve performance rates and develop the capabilities of staff (Das, 2019). Ezz-Alddin and Al-Armouti (2016) indicate that the concept of diversity management involves the process of creating a positive climate within the organization that can be used to improve the performance of individuals and groups and then reduce the possible negative effects. Diversity management programs include the following:

- High management commitment and support.
- Putting policies that prevent bias, unfairness and equal opportunity.
- Recruitment, training, development, performance evaluation, promotions and compensation.

While (Dessler, 2020) defines the diversity management as the mean that used by the high management to maximize the expected benefits of differences in human resources and thus reduce the negative effects resulting from bias and favoritism. There are positive practices resulting from applying diversity management approach in many global organizations, such as (www.socialtalent.com):

- *Johnson and Johnson*: An American multinational company produces and manufactures pharmaceutical products and medical devices. Its vision for diversity is to maximize the global power of diversity to achieve high business results and sustainable competitive advantage, through different groups of employees, mentoring programs and the organization's website. The company was awarded the US Veterans Magazine due its efforts in diversity.
- *Coca-Cola*: An American multinational company whose principal activity is the manufacture and sale of non-alcoholic beverages and juice concentrates. The company is implementing several policies that support diversity management, including the new parental benefit policy, and this move was supported by Coca-Cola Millennial Voices, which is a group of young employees tasked with ensuring that adequate health level for all company employees.
- *Mastercard*: An American multinational financial services corporation. The company believes that diversity leads to better insights, better decisions and better products, as the organization has made older employees more active when dealing with social media through the application of Social Media Reverse Mentoring for those who want to learn about the organization platforms.
- *Marriott*: An American multinational company that operates and franchises a wide range of luxury hotels and resorts across the world. Marriott International has been named as one of the best multinational workplaces in the world. Women-owned businesses make up approximately 10% of Marriott's supply chain.

2.1.2 Dimensions of Diversity Management

Samara (2017) pointed out to the dimensions of the diversity management, which included three dimensions:

- *The Internal Dimensions:* It includes age, gender, sexual orientation, physical abilities and ethnic identity.
- *The External Dimensions:* It involves income, personal habits, religious beliefs, educational background, external appearance, marital status and hobbies.
- *The Organizational Dimensions:* It contains job level, job duties, work experience, syndicates membership and management's situation from diversity.

Al-Tabbal (2011) pointed out to the diversity management dimensions, which involved the following sub-groups:

- *The First Group:* It includes the perspective of ethnic identity based on a set of attributes related to kinship, culture, nationality, language, religion and other social characteristics of different societies.
- *The Second Group:* It includes two categories; the first category includes primary dimensions such as age, origin, race, gender, physical abilities and sexual orientation, while the second category involves secondary dimensions such as work experience, income, marital status, religious beliefs and educational level.
- *The Third Group:* It was expanded to include twenty-three dimensions in three categories included internal, external and organizational dimensions.

Daft (2010) classifies the dimensions of diversity management into the following:

- *The Primary Dimensions:* It involves age, race, ethnicity, mental abilities, and sexual orientations, which are born with the individual and affect him throughout his life.
- *The Secondary Dimensions:* It includes the acquired qualities that the individual possesses during his life, and they are less effective than the primary dimensions. It involves beliefs, economic level, educational level and work experiences.

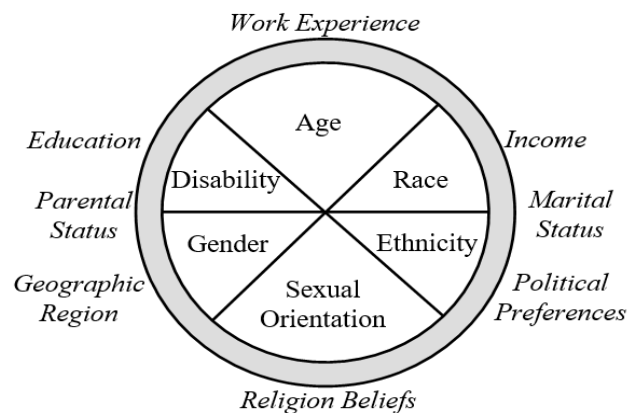


Fig.2. Primary and Secondary Dimensions of Diversity

Source: Daft, 2010

2.1.3 The Importance of Diversity Management in the Hospitality Field

Diversity management in hospitality field contributes to attract the best talented employees. It supports the principle of equal opportunities among employees, which increases their satisfaction rate, as this leads to improve the hotel competitive position and then enhance its mental image (Ryan, 2015). Chawawa and Rudhumbu, (2014) indicated that the importance of applying the diversity management approach in hotel establishments, due to the multiple advantages, which include the following:

- Reducing organizational conflict between employees to its lowest levels.
- Improving human relations between hotel staff.
- Reducing job turnover and job alienation between hotel staff.
- Increasing organizational flexibility and adapting to work requirements.

Manoharan and Singal, (2017) stated that the application of diversity management in hotels contributes to the employment of workers from diverse backgrounds in skills and talents, which leads to a positive impact on the workforce. The following table shows the most important diversity management practices in some global chains:

Table 1

Diversity Management Practices in Some Global Hotel Chains

<i>Hotel Chains Name</i>	<i>Diversity Management Practices</i>
<i>Marriott Hotel Chains</i>	<ul style="list-style-type: none"> • JW Marriott has partnered with Vital Voices to promote employment opportunities for women. • Marriott works with many partners that support the diversity trend, such as: Black Culinary Alliance and National Association of Black Hotel Owners.
<i>Hilton Hotel Chains</i>	<ul style="list-style-type: none"> • Hilton has partnered with organizations that protect the rights of black citizens such as: National Black Association and National Society of Minorities in Hospitality. • Hilton's management participates in biannual employee training to identify cultural differences.
<i>Intercontinental Hotel Group (IHG)</i>	<ul style="list-style-type: none"> • IHG has created networks for women and an association of African Americans. • IHG has established a "Change 100" program to prepare and qualify employees with special needs.
<i>Accor Hotel Chains</i>	<ul style="list-style-type: none"> • Accor is based on gender equality in employment, inclusion of persons with disabilities in the organizational structure, and hiring employees of different ethnic, social and cultural origins.
<i>Hayat Hotel Chains</i>	<ul style="list-style-type: none"> • Hyatt Group has put the "Hyatt's Diversity Initiatives" on its website, which includes an increase in the employment for women, special needs employees and minorities of certain origins.

Source: <https://www.hcareers.com>

2.1.4 Pitfalls of Diversity

Diversity may cause many obstacles, as follows (Kathiravan *et al.*, 2018):

- Increasing the organizational conflict between the administrative levels in the organization.
- Increasing the degree of resistance to organizational change, especially by older employees.
- Racism among individuals, assuming preference for some over others.
- Not accepting diversity training programs assuming that they are not feasible.
- Preventing qualified people from reaching positions because of race, which is called the glass ceiling.
- Increasing costs, as diversity training programs require a high financial cost, since they target all segments of the organization's employees.

When managing a team consisting of several nationalities, the cultural difference may cause confusion in the work and limit its effectiveness, as the more diverse the work teams, the greater the opportunities for innovation and creativity at work. Specific and comprehensive to be able to transform cultural differences into a competitive advantage (Mayer, 2017).

There are many obstacles facing the application of the diversity management approach, as follows (Patrick & Kumar, 2011):

- Bias and intolerance of specific nationalities, arguing that they are more superior and genius.
- Decreased awareness of the importance of diversity in maximizing the company's revenues and, especially in the case of individual organizations.
- Weak ability to develop incentive systems and performance evaluation models to meet the diversity management objectives.
- The existence of a hostile and unsupportive environment for diversity management, especially among older employees.
- Social instability because there are no unified laws for all cultures due to differences in values, customs and traditions.

Language is considered a barrier to the application of the diversity management approach. In addition to the excessive work stress and the difficulty of dealing with some types of managers, especially the younger ones, as some companies management prefers to give leadership positions to young people who are qualified, flexible and engage other work outside their specialization, which is objectionable by the old managers. In addition to the view of vacations and rest times, as some workers adhere to obtaining vacations regardless of the presence of accumulated work or not, while others prefer intermittent short vacations over short periods of time (Kandil, and Marai, 2020).

2.2 Competitive Advantage

2.2.1 Concept of Competitive Advantage

The *Competitive Advantage* term appears in 1985 when *Michael Porter* identified two main types of competitive advantage; cost advantage and differentiation advantage; Porter identified three main strategies to achieve competitive advantage, which includes: cost leadership, differentiation and focus, *Porter* defines this term as the advantage that arises as soon as the organization discovers new methods that are more effective than those used by competitors, and thus create a process of creativity. It aims to find unique characteristics that outperform the organization over its competitors (Heizer and Render, 2011).

Al-Ayoubi, (2017) pointed out to the importance of competitive advantage by giving direct superiority over competitors and thus the possibility of achieving positive results, as well as benefiting from the new technological advantages that are reflected in the quality and quality of service.

The sustainable competitive advantage represents a strategic goal that the organization is working to achieve through its resources, competencies and strategic knowledge. It is achieved through continuing research and development to reach new products that meet the guest needs and development of existing products at a lower cost and with high technology (Rahimli, 2012).

2.2.2 Competitive Advantage Characteristics

The competitive advantage has many characteristics, as follows (Naliaka and Namusonge, 2015):

- Access to what others did not reach in the same field.
- Creativity in the uniqueness of productive, marketing and financing characteristics that contribute to the existence of a product that is in harmony with guest requirements.
- Innovation by providing non-typical solutions to productivity problems.
- Creation of new markets and then a greater internalization of products.

According to (Dirisu *et al.*, 2013) the competitive advantage characteristics include the following:

- The ability to attract skilled employees who possess motivating abilities and exceptional skills.
- Develop a comprehensive roadmap to enhance investment in human resources, as well as prepare a distinguished human force that has innovative solutions and non-traditional ideas for the organization's obstacles.
- Flexibility in designing and implementing plans, in line with the changes in the market environment and, in order to achieve a good reputation for the company, and expansion in the target market.
- Continuing to achieve the company's goals, and therefore seeking to develop strategic plans with a long-term vision.

2.2.3 Competitive Advantage Dimensions

The dimensions of competitive advantage include efficiency, quality, innovation and guests accountability (Hosseini *et al.*, 2018), while (Ibrahim, 2018) referred to the competitive advantage dimensions with the following determinants:

- Strategic management.
- Empowerment of the recipients.
- Marketing.
- Investing in intellectual capital.

According to (Evans, 2007), the competitive advantage dimensions include:

- Quality: where organizations have increased their interest in meeting the desires of their customers by providing products with high quality specifications.
- Efficiency: it is represented in the optimal use of the available resources.
- Flexibility: it means responding to customer requirements in product specifications.

Kortelainen *et al.*, (2011) categorizes the dimensions of competitive advantage into market share, quality, creativity, and innovation, where these elements contribute to strengthening the competitive advantage in the organizations.

2.2.4 Competitive Advantage in Hospitality Field

The reasons for the interest in the competitive advantage by hotel managers, include the following data (Krupskyi *et al.*, 2019):

- The rapid changes in the global economy, where hotel management companies have followed the way of competitiveness to survive and continuity, and thus achieve competitive advantages for hotel establishments.
- Achieving strategic distinction from direct competitors of hotel establishments of similar classification through excellence in resources, competencies, and strategies considering a highly competitive environment.
- Getting a great market share for the hotel establishment because of obtaining competitive advantages that add value to customers in a way that is different from what competitors offer.
- Expanding the circle of competitiveness, especially considering technological developments and focusing on quality requirements, which obliges hotel establishments to adopt strategies based on optimal use of technological innovations to achieve competitive advantages in the tourism market.
- The changing needs and desires of guests because of the spread of consumer awareness and the rise in the standard of living, which requires hotel establishments to renew their current competitive advantage or develop a new competitive advantage.
- Achieving the benefit of the qualified human element, as it is one of the intangible resources that have a major role in the application of modern technology in hotels, in addition to being an element that cannot be simulated by competitors.

3. Research Methods

This paper relies on a survey method, which involves the use of structured questionnaires to the targeted respondents. The main objective of this paper is to explore the relationship between diversify management and competitive advantage in Cairo hotels. (Samara, 2017) discusses the dimensions of diversity management, which include internal, external, and organizational dimensions. (Kortelainen *et al.*, 2011) explain the competitive advantage dimensions, which involve quality, market share, and innovation.

3.1 Pilot Study

The purpose of the pilot study is to examine the validity of the questionnaire if it is used by a larger scale of respondents, Viechtbauer *et al.*, (2015), stated that the numbers of respondents in the pilot study with 95% confidence level and 5% probability equaled 59 participants. Therefore, the pilot study was conducted on 59 respondents through pre-planned interview and simple questionnaire forms. Cronbach's coefficient alpha (α) was used with a value of 0.874, which means very reliable. The results of the pilot study involved that 93% of the respondents indicated that diversity management practices play a key role in distinguishing the hotel's performance. While 94% of them indicated that the quality of the hotel product under changing market conditions, contributes to achieving a high competitive advantage.

3.2 Characteristics of Population and Sample

This paper targeted five-star hotel employees in Cairo city, as the capital of Egypt, which attracts millions of tourists from all over the world. According to the Egyptian Hotels Guide (2020), there are 29 five-star hotels located in Cairo city. The researcher used a stratified random sample because the population has diverse subgroups, thus making sure that the sample includes all of them. The sample size was calculated according to the following formula (Daniel,1999):

$$n = Z^2 * p * (1 - p) / e^2$$

$$n = 1.96^2 * 0.5 * (1 - 0.5) / 0.05^2 = 385.$$

Where; n=sample size, Z= the confidence level of 95%, equal to 1.96, p=The proportion of the population which equal 0.5, e= a margin of error of 0.05.

The total sample size = 385.

3.3 Methods of Data Collection

3.3.1 Questionnaire Design

The questionnaire form used a five-point Likert scale and consisted of two parts; the first part involved the diversity management dimensions (internal, external, and organizational), while the second part included the competitive advantage dimensions (quality of product, market share, and innovation).

3.3.2 Questionnaire Distribution

Several 385 questionnaire forms were sent to employees in five-star hotels in Cairo city, and 316 valid responses were obtained from them, achieving a response rate (82.1%).

Table 2
Hotels' Sample Profile

Hotel Classification	Total no. of hotels	Selected Hotels	Distributed Forms	Total Responses (385)	Valid Responses (316)
Five Star Hotels	29 hotels	7 hotels	55	385 (69)	316

Source: Egyptian Hotel Guide, 2020.

3.3.3 Questionnaire Validity and Reliability

The questionnaire validity was calculated using face validity by presenting the questionnaire to specialized reviewers, and based on their comments, the questionnaire was modified and put in its final form. It was calculated statistically through correlation coefficients, the reliability was calculated using Cronbach's alpha for all survey dimensions.

Table 3
Questionnaire Validity

Dimensions	Number of Statements	Correlation Coefficient	Significance Level
Internal dimensions of diversity	4	0.714	0.01
External dimensions of diversity	5	0.703	
Organizational dimensions of diversity	5	0.699	
Market share	4	0.627	0.01
Quality of products	6	0.661	
Creativity and innovation	4	0.663	
Total	28	0.682	

As shown in Table 3, the total values of the correlation coefficients reached 0.682, which is a high value, and it is significant at the 0.01 level, which indicates the validity of the internal consistency of the questionnaire.

Table 4
Questionnaire Reliability

Dimensions	Number of Statements	Cronbach's alpha	Significance Level
Internal dimensions of diversity	4	0.817	0.01
External dimensions of diversity	5	0.824	
Organizational dimensions of diversity	5	0.805	
Market share	4	0.813	0.01
Quality of products	6	0.811	
Creativity and innovation	4	0.813	
Total	28	0.814	

As shown in Table 4, the total values of Cronbach's alpha reached 0.814, which is a high value that indicates that the survey achieves high reliability and is valid for application.

3.4 Data Analysis

3.4.1 Descriptive Statistics for the Study Variables

Table 5

Mean and Standard Deviation of Diversity Management (Independent Variable)

Dimensions of Diversity Management	Number of Statements	Mean	Standard Deviation	Rank
Internal dimensions	4	4.041	0.871	2
External dimensions	5	4.058	0.933	1
Organizational dimensions	5	3.982	0.872	3
Diversity Management	14	4.030	0.881	

As shown in Table 5, the mean of diversity management dimensions ranged between 3.982 and 4.058. External dimensions are considered as the most effective dimensions from the employees' point of view. Its mean was 4.058, which indicates the importance of this element between the diversity dimensions.

Table 6

Mean and Standard Deviation of Competitive Advantage (Dependent Variable)

Dimensions of Competitive Advantage	Number of Statements	Mean	Standard Deviation	Rank
Market share	4	4.083	0.860	1
Quality of products	6	4.068	0.881	3
Creativity and innovation	4	4.072	0.880	2
Competitive Advantage	14	4.071	0.862	

As shown in Table 6, the mean of competitive advantage ranged between 4.068 and 4.083. Market share is the most effective dimension of competitive advantage. Its mean was 4.083, which means that the market share has more effect on the dimensions of competitive advantage.

3.4.2 Research Hypotheses Test

The First Sub-Hypothesis Test:

There is a significant relationship between the internal dimensions of diversity management and the achievement of competitive advantage.

To verify the validity of the hypothesis, a *Pearson Test* was conducted to determine the type, nature, and direction of the relationship between the internal dimensions and the competitive advantage dimensions, as follows:

Table 7

Correlation Coefficient between Internal Dimensions and Competitive Advantage

Dimensions of Competitive Advantage	Pearson Correlation Coefficient with Internal Dimensions	Significance Level
Market share	0.609	0.01**
Quality of products	0.651	0.01**
Creativity and innovation	0.549	0.01**

** Correlation is significant at the 0.01 level

It is concluded from the table 6 that there is a strong direct relationship between the internal dimensions of diversity and the competitive advantage dimensions; as the correlation coefficient equal (0.609, 0.651, 0.549) for market share, quality, and creativity respectively at a significance level ≤ 0.01 . This positive relationship shows the impact of the internal dimensions such as age, gender, race, and physical abilities on achieving competitive advantage, and therefore the alternative hypothesis is accepted.

The Second Sub-Hypothesis Test:

There is a significant relationship between the external dimensions of diversity management and the achievement of competitive advantage.

To verify the validity of the hypothesis, a *Pearson Test* was conducted to determine the type, nature, and direction of the relationship between the external dimensions and the competitive advantage dimensions, as follows:

Table 8

Correlation Coefficient between External Dimensions and Competitive Advantage

Dimensions of Competitive Advantage	Pearson Correlation Coefficient with External Dimensions	Significance Level
Market share	0.617	0.01**
Quality of products	0.683	0.01**
Creativity and innovation	0.501	0.01**

** Correlation is significant at the 0.01 level

It is concluded from table 7 that there is a direct relationship between the external dimensions of diversity and the competitive advantage dimensions; as the correlation coefficient is equal (0.617, 0.683, 0.501) for market share, quality, and creativity respectively at a significance level 0.01. This positive relationship shows the impact of the external dimensions on competitive advantage, as it is represented in political and cultural beliefs, educational level, customs, and work experience; therefore, the alternative hypothesis is accepted.

The Third Sub-Hypothesis Test:

There is a significant relationship between the organizational dimensions of diversity management and the achievement of competitive advantage.

To verify the validity of the hypothesis, a *Pearson Test* was conducted to determine the type, nature, and direction of the relationship between the organizational dimensions and the competitive advantage dimensions, as follows:

Table 9

Correlation Coefficient between Organizational Dimensions & Competitive Advantage

Dimensions of Competitive Advantage	Pearson Correlation Coefficient with Organizational Dimensions	Significance Level
Market share	0.569	0.01**
Quality of products	0.661	0.01**
Creativity and innovation	0.503	0.01**

** Correlation is significant at the 0.01 level

It is concluded from the table 8 that there is a direct relationship between the organizational dimensions of diversity and the competitive advantage dimensions; as the correlation coefficient equal (0.569, 0.661, 0.503) for market share, quality and creativity respectively at a significance level ≤ 0.01 . This positive relationship shows the impact of organizational dimensions on competitive advantage, such as the location of the organization, the quality of the work assigned and the management approach, which affect the performance rate, and thus achieve a competitive advantage; therefore, the alternative hypothesis is accepted.

4. Research Results

After analyzing and interpreting the data obtained from the respondents' answers, the study concluded the following results:

- There is a statistically significant relationship between internal dimensions and competitive advantage from the point of view of employees in five-star hotels in Cairo city, where the Pearson correlation coefficient was (0.609, 0.651, 0.549) for market share, quality, and creativity respectively at a significance level ≤ 0.01 . This means the positive impact of internal dimensions (age, gender, ethnicity, and physical abilities) on achieving competitive advantage in hotels.
- There is a statistically significant relationship between external dimensions and competitive advantage from the point of view of employees in five-star hotels in Cairo city, where the Pearson correlation coefficient was (0.617, 0.683, 0.501) for market share, quality, and creativity respectively at a significance level ≤ 0.01 . This indicates the direct effect of external dimensions (political preferences, religious beliefs, education level, work experience, and geographic region) on obtaining competitive advantage.
- There is a statistically significant relationship between organizational dimensions and competitive advantage from the point of view of employees in five-star hotels in Cairo city, where the Pearson correlation coefficient was (0.569, 0.661, 0.503) for market share, quality, and creativity respectively at a significance level ≤ 0.01 . This means the positive effect of organizational dimensions (career level, area of work, union membership, and seniority) on achieving competitive advantage in hotels.
- Diversity management practices has a direct impact on the employee performance in the selected hotels, as these practices contribute to achieving a competitive advantage by retaining talented employees, reducing absenteeism rates, adaptability, employee satisfaction, and increasing the ability to innovate.
- The study proved that diversity management practices in hotels contribute to a balanced workforce. It enhances the organization's ability to attract, develop, and retain the most qualified staff. It ensures that all employees participate in the policy development process. In addition to supporting minorities and then working to remove differences and prejudice, in addition to reducing destructive conflicts and thus improving the employees' performance and the overall performance of the organization.

5. Recommendations

Research recommendations:

- Activating the role of diversity management in hotels through top management, as follows:
 - Existence of an independent department of diversity within the organizational structure of the hotel.
 - Existence of a specialized team to implement diversity programs for hotel employees.
- Inclusion of the concept of diversity and its strategies through Egyptian Tourism Federation in cooperation with human resources department in hotels, as follows:
 - Developing training programs to create awareness of the importance of diversity for hotel employees.
 - Establishing a certificate for hotels that have successfully implemented diversity strategies.
- More priority given to human resources departments through hotel top management in cooperation with human resources department, as follows:
 - Adopting the concept of *Continuous Education* to adapt to successive changes in the global market.
 - Developing an ambitious plan to attract qualified and experienced employees in various hotel departments to create an innovative environment.
- Effective planning to ensure the success of diversity management approach through hotel top management, as follows:
 - Creating a more productive work environment and encouraging communication between employees and managers.
- Providing the appropriate elements to build a strong competitive advantage for the hotel through the hotel top management, as follows:
 - Merging the diversity ideas into the human resource philosophy to achieve competitive advantage.
 - Increasing attention to the quality of the hotel product, as it is directly related to the competitive advantage.

6. Limitations and Further Research

This article aimed to study the impact of diversity management on achieving competitive advantage in Cairo's five-star hotels. The scale used by (Samara, 2017) to measure the dimensions of diversity management and the scale used by (Kortelainen *et al.*, 2011) to measure the dimensions of competitive advantage. More research is needed, including conducting comparative studies of diversity dimensions and its impact on employee job performance in hotels. Further research might explore the impact of diversity in human resources on job satisfaction. In addition, the strategies for managing diversity in human resources, and the impact of the previous variables on other tourism destinations and other hotel classification.

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Appendix Questionnaire Form

First Part:

The researcher is conducting a study entitled '*The Impact of Diversify Management on Achieving Competitive Advantage in Cairo Hotels*'. Therefore, we kindly ask you to circle around the desired choice about *Diversity Management* dimensions, noting that (1) strongly disagree, (2) disagree, (3) neutral, (4) agree and (5) strongly agree.

No.	Statements	Strongly disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly agree (5)
1-	The nature of work compatible with age when hiring.					
2-	Non-discrimination between males and females when hiring.					
3-	Gender " <i>Male – Female</i> " affects the job assignments.					
4-	The hotel is obligated to hire special needs employees.					
5-	The geographical diversity of employees are considered.					
6-	Political beliefs are considered when hiring.					
7-	Non-discrimination against workers of different nationalities and religions.					
8-	Educational background is considered when hiring.					
9-	Flexible work programs are applied to all employees.					
10-	The degree of satisfaction varies according to the job level.					
11-	The human resources are diversified to meet the work content.					
12-	Informal organizations seek to achieve work goals.					
13-	Management considers the diverse points of view as an added value.					
14-	Management welcomes employee differences to improve performance.					

Second Part:

We kindly ask you to circle around your choice about *Competitive Advantage* dimensions, knowing that (1) strongly disagree, (2) disagree, (3) neutral, (4) agree and (5) strongly agree.

No.	Statements	Strongly disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly agree (5)
1-	The hotel constantly evaluates the status of the target market.					
2-	The firm designs accurate plans to maximize its market share target.					
3-	Hotel management is looking for new and promising markets.					
4-	The hotel management is keen to attract high-spending guests.					
5-	The service is provided according to international standards.					
6-	The hotel anticipates the guest desires for the required product.					
7-	The service provided exceeds guest expectations.					
8-	Service quality monitoring is typically performed in an automated fashion					
9-	The hotel follows new techniques to improve the quality of the product.					
10-	Guest comments are considered account to improve the performance.					
11-	The hotel adopts an incentive system that encourages innovation.					
12-	A fair and equitable evaluation system is applied to the creative staff.					
13-	Innovations and new ideas are encouraged through dedicated activities and events.					
14-	Training courses are organized for hotel employees to develop their creative skills.					

تأثير إدارة التنوع على تحقيق الميزة التنافسية في المنشآت الفندقية بمدينة القاهرة

هاني صلاح صادق

المعهد العالي للدراسات النوعية بمصر الجديدة

معلومات المقالة	المخلص
<p>الكلمات المفتاحية إدارة التنوع؛ الميزة التنافسية؛ المنشآت الفندقية بالقاهرة؛ صناعة الضيافة.</p>	<p>أصبح الاهتمام بمفهوم إدارة التنوع أمراً واقعياً في العديد من منظمات الأعمال ولاسيما المنشآت الفندقية، خاصة في ظل التوجه نحو تبني المفاهيم الإدارية الحديثة للموارد البشرية، حيث تعمل المنظمات متعددة الثقافات على دمج الأقليات وتجنب التمييز والعمل بمبدأ تكافؤ الفرص، وتهدف هذه الدراسة إلى تحليل العلاقة التأثيرية بين ممارسات إدارة التنوع وتحقيق الميزة التنافسية في المنشآت الفندقية من فئة الخمس نجوم بمدينة القاهرة والتي تعد من المدن السياحية الرئيسية بمصر، وقد اعتمدت الدراسة على أسلوب المسح الميداني عن طريق تصميم وتوزيع استمارة استبيان، حيث تم إرسال عدد 385 استبياناً إلى المبحوثين في الفنادق المختارة، وتم استقبال 316 استمارة صالحة للتحليل الإحصائي. وتم تحليل البيانات باستخدام برنامج SPSS الإصدار 22، وتمثلت أهم النتائج المتحصل عليها في ايجابية العلاقة بين إدارة التنوع وتحقيق الميزة التنافسية للمنشآت الفندقية، حيث إن لإدارة التنوع في داخل الفنادق علاقة مباشرة في وجود قوة عمل متوازنة تعمل على تعزيز قدرة المنظمة على استقطاب، تنمية والاحتفاظ بالعاملين الأكثر تأهيلاً، وبالتالي ارتفاع معدلات الأداء، ومن ثم تحقيق الميزة التنافسية للمؤسسة.</p>

(JAAUTH)
المجلد 22، العدد 2،
(يونيو 2022)،
ص 154-173.