

MASTERARBEIT | MASTER'S THESIS

Titel | Title

Impact of English Language Barriers on HORECA Businesses

verfasst von | submitted by

Emel Abibula

angestrebter akademischer Grad | in partial fulfilment of the requirements for the degree of
Master of Science (MSc)

Wien | Vienna, 2025

Studienkennzahl lt. Studienblatt |
Degree programme code as it appears on the
student record sheet:

UA 066 914

Studienrichtung lt. Studienblatt | Degree pro-
gramme as it appears on the student record
sheet:

Masterstudium Internationale Betriebswirtschaft

Betreut von | Supervisor:

ao. Univ.-Prof. Mag. Dr. Ana Begona Ania Martinez

Zusammenfassung

In diesem Forschungsbericht wird untersucht, wie sich englische Sprachbarrieren auf Arbeitszufriedenheit, Frustration, Rollenunklarheit und Vertrauenswürdigkeit bei Arbeitnehmern in der HORECA-Branche auswirken. Zunächst wird eine Literaturrecherche durchgeführt, um die vorliegenden Probleme hervorzuheben. Anschließend wird die Methodik der Studie vorgestellt und besteht aus einer Umfrage, die darauf abzielt, die benötigten Daten für die statistischen Tests zu sammeln. Diese Umfrage wurde in drei verschiedenen Facebook-Gruppen mit jeweils mehr als 3500 Befragten verteilt. Die Antworten von 109 Befragten wurden für die abschließende Analyse in R verwendet. Die erstellten Balkendiagramme zeigen die Ergebnisse wie folgt. Erstens ist die Rollenunklarheit bei Arbeitnehmern, die angeben, am Arbeitsplatz nicht fließend Englisch zu sprechen, deutlich häufiger anzutreffen. Zweitens besteht auch ein starker Zusammenhang zwischen Vertrauenswürdigkeit und Sprachkenntnissen sowie Verwirrung aufgrund von ELB. Schließlich hängt das Gefühl der Frustration eindeutig mit mangelnden Sprachkenntnissen zusammen.

Ein Vorschlag zur Lösung dieser Probleme ist die Einführung von EnglischSprachschulungen durch HORECA-Unternehmen. Dies kann die Zufriedenheit mit der Sprache steigern, die Vertrauenswürdigkeit verbessern und Rollenunklarheiten reduzieren.

Abstract

This research paper investigates how English Language Barriers affect job satisfaction, frustration, role ambiguity and trustworthiness among workers in the HORECA industry. First, a literature review is performed for underlining the issues at hand. Then the methodology of the study is introduced and consists of a survey that was designed to collect the needed data for the statistical tests. This survey was distributed in 3 different Facebook groups with more than 3500 respondents each. The answers of 109 respondents were used to perform the final analysis in R. The created bar charts show the results as follows. First, role ambiguity is clearly more prevalent among workers who report not being fluent in their use of English at work. Second, a strong relationship between trustworthiness and language skills and confusion due to ELB is also prevalent. Lastly, the feeling of frustration is clearly associated to lack of language skills.

A proposal in solving the issues is implementing English language trainings by HORECA businesses. This can enhance language satisfaction, improve trustworthiness and reduce role ambiguity.

Table of contents

Abbreviations	5
1. Introduction	6
2. Language barriers in hospitality	9
3. Factors contributing to English Language Barriers	12
4. Communication and employee satisfaction.....	15
5. Survey among HORECA workers	19
5.1. Research questions.....	19
5.2. Survey details.....	19
5.3. Hypotheses	21
5.4. Analysis about job satisfaction	21
5.5. Analysis of role ambiguity and trustworthiness.....	27
6. Strategies for overcoming language barriers	34
7. Conclusion	37
Bibliography	39
Appendix	42

Abbreviations

ELB- English Language Barriers

HORECA- Hotels, Restaurants, Catering

MNC- Multinational Corporation

MNTs – Multinational Teams

OECD- The Organization for Economic Cooperation and Development

1. Introduction

The HORECA sector, which refers to the sector including Hotels, Restaurants, and Catering services, represents a dynamic and essential segment of the broader hospitality industry. It reflects a wide range of businesses and services meeting the needs of travelers, diners, and event organizers around the globe. From coast to coast, across continents and cultures, this industry is at the center of the global hospitality experience and is a wide-ranging field incorporating services such as lodging, meals, and event catering solutions.

Within Hotels, there are many types of accommodation available, ranging from luxury resorts in exotic locations to charming bed-and-breakfasts. These places function as temporary homes for travelers, offering not just a place to rest, but also a host of amenities and services to suit different tastes and budgets.

In the restaurant business, many entrepreneurs differentiate themselves through diverse cuisines or special culinary experiences. This can include Michelin-starred fine dining or even laid-back street-side joints, combining different types of aromas, textures and flavors to their food.

In the catering industry, these services specialize in creating memorable experiences for events, functions, and gatherings of all varieties and sizes. From planning an extravagant wedding reception to hosting a corporate gala, catering experts specialize in menu design, food preparation, and service provision, guaranteeing that every event is characterized by culinary brilliance and extraordinary hospitality.

Furthermore, the HORECA industry is built on the above-mentioned business that encounter high competition. These businesses can differentiate themselves only through memorable hospitality and good customer service. This can be achieved only through great communication and friendliness from the staff and “going above and beyond” for the customers, to form lasting impressions.

As stated above, HORECA businesses are aimed at creating a positive customer service experience. At the same time, they address travelers, which implies no matter if we are referring to multinational corporations (MNC) or small family business, they appeal to an international pool of customers as well as employees, and the success of their business models depends crucially on their ability to function in a multicultural environment.

For this reason, issues related to communication and language proficiency in an international environment are crucial, specially for the case of English which has established itself as the international business language. A small literature studies problems related to the lack of English proficiency of the workforce.

Madera et al. (2014) study the difficulties that managers face in the hospitality industry when communicating with employees with limited English skills. It is important to note that speaking English fluently is an important skill to have in that industry, due to the rising trends of immigration in this sector. Their study examines how communication satisfaction impacts role ambiguity, role conflict, and employee turnover intentions. The results show that effective communication reduces ambiguity and conflict, which lowers turnover intentions. However, turnover intentions are indirectly influenced by the job demands created by communication barriers, such as misunderstandings and confusion.

Tenzer et al. (2014) turn their attention to the cognitive and emotional responses to these communication difficulties. They study how language barriers affect trust formation in the context of a German automotive corporation working with multinational teams (MNTs). They show that the workers reactions to language barriers influence their perceived trustworthiness and intention to trust, and this in turn affects the emotional climate in teams, changing team performance.

Duval-Coetil and Mikulecky (2011) also write about how limited English skills impact work performance and how English language courses can be a potential solution to that. They discuss the reluctance of organizations to invest in language training for employees with limited English proficiency, despite the potential benefits. Their findings highlight that investing in the language education of employees can increase productivity and overall organizational performance. Their study provides data on the impact of limited English proficiency on workplace outcomes and identifies areas where training would bring the greatest returns.

The present thesis studies how English language barriers (henceforth ELB) challenge the HORECA industry mainly based on the results of the papers mentioned above. The thesis provides a literature review on the definition and sources of ELB, as well as its effects in the working environment of HORECA service providers, with a particular focus on the related issues of role ambiguity, trustworthiness, job satisfaction and frustration associated to difficulties in communication. For the thesis a small survey was conducted among HORECA workers, the

analysis of the data reveals a significant correlation between experiences of frustration related to communication barriers and lack of job satisfaction. Not surprisingly, those respondents who report being fluent in the use of English at work tend to experience less confusion about their job responsibilities, tend to develop more trust towards their colleagues and superiors, experience less frustration, and are more likely to be satisfied with the job situation in general.

The rest of the thesis is organized as follows. Section 2 introduces and defines language barriers, highlighting the role they play in HORECA, based on previous findings. Section 3 discusses possible factors that can lead to ELB and their impact on the success of businesses. In section 4 the thesis turns to the discussion in the literature regarding the issues of communication satisfaction in relation to ELB, role ambiguity, role conflict, trustworthiness among employees, as well as turnover intentions. Section 5 describes the survey conducted for the thesis and presents the main results. Section 6 then suggest different strategies to overcome language barriers in the HORECA industry. Finally, Section 7 summarizes the thesis and concludes.

2. Language barriers in hospitality

Human communication serves as a crucial aspect of social interaction, permeating daily life with the exchange of ideas, information, and emotions between individuals. It is vital for the cohesion and survival of individuals, groups, and societies. Language serves as the primary tool facilitating communication, fostering both connection and division among people. Despite its role as a bridge, language also poses barriers, particularly evident in the context of globalization and communication. Language barriers present significant challenges in areas like healthcare, aviation, maritime, business, and education, leading to detrimental consequences.

Language barriers refer to obstacles or challenges arising from differences in language that impede effective communication between individuals or groups. These barriers can manifest in different settings, hindering the exchange of ideas, information, and emotions. Language barriers may lead to misunderstandings, misinterpretations, and difficulties in conveying messages accurately, impacting interactions in business contexts and service provider situations. These challenges can result from linguistic differences, limited language proficiency, or the absence of shared languages, making it challenging for individuals to understand and effectively communicate with each other (Tenzer et. al, 2014, p. 509).

In contemporary business, there is high prevalence of international teams functioning across borders and diverse languages. The HORECA industry, with an international character and a strong emphasis on service provision, is particularly noteworthy in this context. Communication, closely tied to language, plays a very significant role in the service sector. In hotels, the quality of service depends heavily on employee performance, making it susceptible to challenges arising from language barriers. Particularly, English proficiency is often a requirement for hotel reception roles due to their international operations. On the other hand, low language proficiency levels can result in the loss of information and empathy in communication, leading to a poor service experience that adversely affects guest satisfaction. This, in turn, crucially impacts the success of a hotel business.

Guest satisfaction is particularly critical in the service industry, such as hotels or restaurants, as it significantly influences a company's performance. High levels of guest satisfaction contribute to guest loyalty, a key factor in the customer experience market, providing benefits like repeat purchases, increasing returns, lower marketing costs, and positive word-of-mouth. Given the

difficulty in directly measuring guest loyalty, Wagner (2018) focuses on the influence of language barriers on customer's perceived service quality in a front-office scenario as a primary indicator of guest satisfaction. In a hotel context, he shows that the perception of service quality is significantly affected by the level of language proficiency of employees. When language barriers exist, it becomes difficult for customer service representatives to understand customers' needs, preferences, and inquiries accurately. This can negatively impact the customer experience and therefore the image and financial success of the company, given that guests loyalty is one of the main aims in an industry such as HORECA.

A different but important issue is that language barriers significantly impact employee satisfaction. When employees have limited English proficiency, they tend to encounter role ambiguity, and experience role conflict. Limited English knowledge restricts employees' ability to effectively communicate with colleagues, supervisors, and customers, leading to frustration and isolation in the workplace. Role ambiguity arises when employees are unclear about their job responsibilities and expectations, resulting in uncertainty and stress. Role conflict exacerbates the situation when employees face conflicting demands or expectations from different sources, such as supervisors and customers, causing confusion and dissatisfaction (Madera et al., 2014). Collectively, these factors diminish employee morale, hinder productivity, and contribute to a negative work environment. In a multilingual and diverse industry like HORECA, overcoming language barriers and providing clear role definitions are essential in fostering a productive and supportive workplace culture.

The concept of knowledge processing is also of crucial relevance in this context. It involves the revelation, sharing, integration, and application of knowledge inherent to business operations, and it is considered a key source of competitive advantage for multinational corporations (Argote & Ingram, 2000; Foss & Pedersen, 2019). Past research has concentrated on knowledge transfer between MNC units, neglecting the central role of MNTs as knowledge processing hubs within modern global corporations. Teams, being fundamental in such organizations, engage in various communicative activities to process knowledge, ranging from exchanging data to negotiating meaning. Language, as a vital component of communication, becomes a significant challenge in knowledge management for MNCs, impacting both instrumental and cultural language barriers (Peltokorpi & Vaara, 2014). Despite the acknowledged importance, there is a notable gap in in-

depth studies on the impact of language barriers on knowledge processing in MNTs (Tenzer et. al, 2021).

The importance of knowledge processing also applies to the hospitality industry, where understanding and communicating can make the difference between huge success and total failure.

We have therefore identified at least three important areas where language barriers and communication are of significant importance in the hospitality industry. These are the perceived quality of the service provided, employee satisfaction, and knowledge processing in business operations.

3. Factors contributing to English Language Barriers

Cultural diversity as a key factor

Cultural diversity in the HORECA sector is an important factor to look at, when looking at factors contributing to ELB. In recent decades, the significance of cultural diversity and its associated challenges has grown due to fundamental shifts in the phenomenon. The first key change is the heightened mobility of populations and increased migration, both forced and voluntary, leading to more extensive exposure to diversity and greater interaction with individuals from varied cultures (Lozano & Escrich, 2017).

According to the OECD report "International Migration Outlook 2014", there are over 115 million migrant workers, constituting more than 10 % of the working population, with projections indicating a likely increase in the future. This trend is particularly noteworthy in Europe, which experienced an influx of 3.4 million immigrants in 2014 alone. The ongoing conflicts in Syria, Afghanistan, and Iraq contribute to this growing trend. Presently, coexisting with individuals of diverse traditions, beliefs, and languages within one's community has become a reality. Additionally, societal diversity has expanded, partly influenced by changing values and the individualization of lifestyles (Franken 2015).

Complexity of English language

The complexity of the English language poses considerable challenges for non-English speakers. With its vast vocabulary, intricate grammar rules, and varied pronunciation patterns, mastering English requires significant time and effort. Non-English speakers often struggle with understanding idiomatic expressions, colloquialisms, and subtle nuances in meaning that are deeply embedded in English language and culture. Additionally, the irregularities in spelling and pronunciation further complicate the learning process.

These complexities can create barriers to effective communication, impacting both spoken and written interactions in academic, professional, and social contexts. In HORECA businesses for example, this can lead to misunderstandings in service operations, if employees don't understand idiomatic language or expressions used by customers. Despite these challenges, many non-English speakers persevere in their efforts to learn English due to its status as a global language and its importance in international communication and commerce (Suryanto & Sari, 2021).

Organizational reluctance to invest in language training

Duval-Couetil and Mikulecky (2011) discuss organizations' reluctance to invest in language education and training for employees. The targeted group of their study were manufacturing supervisors across 24 different companies that participated in questionnaires. The themes that the questionnaires were divided in were safety, quality, productivity, teamwork, general skills, training, promotion, communication, dependability, and company policies. They also conducted one-hour interviews to collect information about the characteristics of the company and their experience with limited English proficiency. Their quantitative analysis reveals that while there are potential costs associated with employing workers with limited language proficiency, the benefits, including increased productivity and reliability, can outweigh them. Targeted investments in education or other initiatives to overcome language barriers can enhance organizational performance, especially for organizations aiming to offer career advancement opportunities to immigrant workers.

Their study provides evidence of the impact of limited English proficiency on company performance and insights into the most effective areas for education and training investments. Given global migration patterns, language diversity is increasingly relevant in workplaces worldwide, underscoring the need for further research into the effects of language, culture, biases, and education to optimize organizational performance.

Emotional aspects of language

In examining a market or consumer segment (in this case the HORECA market), marketers should not assume that consumers with strong second language skills are universally willing or comfortable communicating in that second language. Holmqvist & Grönroos (2012) focus on the role of the customer as an active participant of the service encounter. They make 11 propositions about how language influences services. These propositions acknowledge both the emotional and functional aspects of language for consumers. The emotional dimension of language is particularly significant in understanding how consumers perceive and respond to service providers.

The emotional connotations tied to the use of one's native language suggest that consumers tend to favor and choose companies that are willing to communicate with them in their native language. This may lead to increased satisfaction and loyalty, even when consumers are proficient in a second language.

Given the nature of the service provided in the hospitality industry, where creating a welcoming and comfortable environment is an inherent part of the product, the emotional experience plays a central role. Personalized services, such as helping guests in an unfamiliar environment, require good communication skills and language proficiency. In this context, the emotional aspect of language emerges as a critical factor in improving customer satisfaction and delivering an exceptional service.

4. Communication and employee satisfaction

Communication satisfaction

In the realm of workplace dynamics, employees acquire job knowledge, seize organizational norms, and receive performance evaluations primarily through communication channels. The concept of communication satisfaction pertains to an individual's overarching sentiment regarding the quality of communication prevalent within their organizational milieu. Such perceptions often stem from emotional responses evoked by interactions encountered in the workplace.

For instance, Bakker et al. (2005) discovered that precise and effective communication between supervisors and their subordinates acts as a job resource, mitigating the effects of job demands on burnout. As stated, "when specific and accurate information is delivered in a constructive manner, both employees and supervisors have the opportunity to enhance or modify their performance" (p. 172). Conversely, discontent with communication or inadequate communication standards may result in minimal feedback, increased absenteeism, employee burnout or stress, and heightened staff turnover (Madera et al, 2014).

Role ambiguity and role conflict

Role ambiguity, which happens when job expectations are unclear, is closely related to negative work experiences, because individuals often experience stress when confronted with uncertainty regarding their specific job responsibilities. This occurs particularly when employees have to deal with vague or poorly communicated information related to job expectations or instructions regarding their tasks. On the other hand, role conflict emerges when individuals face conflicting demands from colleagues and subordinates, adding pressure on employees as they try to balance conflicting demands.

In the hospitality industry, where roles are often flexible and overlapping, the prevalence of role ambiguity and conflict is particularly relevant. Employees frequently take on multiple responsibilities, which can sometimes conflict with both organizational objectives and consumer demands. This becomes even more complicated when there are no clear standards for operational duties, all while trying to provide personalized service to different types of customers. As a result, the hospitality sector is specially prone to role ambiguity and conflict.

The effects of role ambiguity and conflict go beyond typical workplace challenges, because they affect not only job performance and employee behavior. Both are major sources of stress, frequently leading to serious issues like increased absenteeism, anxiety, burnout, and persistent stress. Moreover, the problems related to role ambiguity and conflict do not just stay at work, but often spill over into employees' personal lives, creating conflicts between work responsibilities and family commitments.

Furthermore, there is empirical evidence showing the implications of role ambiguity and conflict on organizational outcomes. Research shows that they are inversely related to important factors such as autonomy, empowerment, job satisfaction, performance, organizational practices, and task identity (Madera et al., 2014, p. 119). Consequently, the presence of role ambiguity and conflict not only affects individual well-being but also has a negative impact on organizational effectiveness and long-term success.

Trustworthiness

A significant factor identified in the literature is trustworthiness and trust formation among employees. The work of Tenzer et al. (2014) studies how language barriers influence trust formation in MNTs. Trustworthiness is defined as the willingness to depend on the other person in a given situation. Their findings show that language barriers trigger cognitive and emotional responses that influence the willingness to trust coworkers, and the perception of trustworthiness.

Their conceptualization of trust is based on the trust theories of Mayer et al. (1995) and McKnight et al. (1998). Trust is the willingness to be “vulnerable to the actions of another party” and trustworthiness is at the foundation of trust formation. The research setting is in the German automotive industry working with MNTs. Their data were gathered through semi-structured interviews intended to elicit reactions to language barriers.

The interview responses reveal that employees with lower language proficiency were often perceived as less competent, no matter the experience in the company. Even though some coworkers said they had gotten used to their colleagues' way of speaking after working in the company for a long time, language barriers were still an issue for the workers with lower language skills. This led to a working dynamics according to which fewer responsibilities were assigned to them, resulting in an uneven distribution of tasks within teams. In turn, other coworkers felt that they had to take additional burden by having to complete others' work.

These trust-related factors affect the relationship between MNT members' and have an impact on the working environment and productivity. An important aspect highlighted by the work of Tenzer et al. (2014) is that language barriers persist even for long-term employees with limited language skills, which has a long-lasting effect on trust formation in their work environment.

Employees' turnover intentions

Research suggests that service employees' satisfaction with communication quality is positively correlated with their job performance and inversely related to turnover intention. Specifically, within the hospitality sector, Cho et al. (2009) noted that employees who perceive organizational support are more inclined to remain within the organization. Organizational support helps the relationship among hospitality employees regarding workplace flexibility and work-family conflict. Additionally, employees committed to the organization are less inclined to leave. Jang and George (2012) identified that polychronicity or multitasking within a given time frame positively influences job satisfaction among non-supervisor hotel employees, thereby reducing their intent to leave.

Kim and Jogaratnam (2010) hypothesized that stress and pressure may increase the intent to leave. To alleviate this pressure, they advocate for maintaining open communication channels between employees and management. Unfortunately, managers overseeing employees with limited English skills may try to establish open channels of communication, but the communication barriers themselves may be the source of stress and pressure.

Management turnover in itself is also of significant concern in the hotel and lodging industry, due to its high frequency and associated costs. For instance, it has been estimated that the average annual turnover rates for management positions exceed 100 general managers. The costs incurred from management turnover surpass those of front-line positions due to the substantial investment in developing managers and the loss of potential future general managers. It has been approximated that the cost of management turnover amounts to nearly one-third of a manager's annual salary (Hinkin and Tracey, 2000). Management turnover is related to managers' satisfaction with their employment. For instance, managers dissatisfied with working hours, pay, and opportunities for advancement are more prone to resign compared to their content counterparts. In a study on general manager turnover in hotels and holiday villages, Birdir (2002) found that turnover rates were

highest among general managers dissatisfied with their career development and relationship with management.

Furthermore, dissatisfaction with work-family dynamics correlates with management turnover in the hotel and lodging industry. Specifically, managers discontent with their company's policies regarding work-family balance are more inclined to quit than those who are satisfied (Mulvaney et al., 2007). A study on work-personal life conflict and intent to quit among hotel managers revealed that intentions to quit were highest among managers perceiving their work to interfere with their personal life. Thus, management turnover is directly linked with organizational satisfaction.

Finally, Madera et al. (2014) also make a significant contribution to understand the relation between language barriers and turnover intentions in the hospitality industry. Their study shows that managers satisfaction with the quality of communication when working with employees with limited English language skills mediates the relationship between language barriers and turnover intentions. Specifically, effective communication reduces role ambiguity and role conflict, both of which constitute a significant source of stress in the workplace. This can lead to higher turnover intentions among managers. The authors note that turnover intentions are not directly caused by communication quality alone but by the sum of job demands and difficulties that arise in work environments with communication barriers, such as misunderstandings and unclear roles.

5. Survey among HORECA workers

Although, job satisfaction, communication satisfaction, and trustworthiness have been previously addressed in the literature, their specific implications for workers within the HORECA industry, particularly in relation to ELB, remain insufficiently understood. To address this gap, this thesis explores the influence of ELB on the workers in the HORECA industry through a survey specifically designed and conducted for the purpose of the thesis.

5.1. Research questions

The main research questions are related to the influence of ELB on the workplace dynamics and internal organizational communication, specifically focusing on the perception of employees in the HORECA industry. The following research question and hypotheses will be explored.

Job satisfaction: How do ELB affect job satisfaction among workers in the HORECA industry? Is there a significant association between English fluency at work and higher job satisfaction?

Frustration due to language barriers: To what extent do communication barriers contribute to frustration in the workplace? How does frustration associated to difficulties in communication relate to job satisfaction?

Role ambiguity and trustworthiness: Is there a relation between language proficiency and fluency on confusion about own responsibilities, role ambiguity, as well as the feeling of trust towards colleagues and supervisors? Does perceived frustration stemming from communication barriers result in more confusion and less trustworthiness.

5.2. Survey details

For the purpose of the thesis a short survey was designed and conducted among workers of the HORECA industry. The questionnaire, which is included in the Appendix, consists of twelve-questions combining dichotomous, multiple choice, frequency-based, and Likert scale formats.

The questions were designed to collect information on language proficiency, comfort levels with using English in workplace interactions, experiences of confusion about job responsibilities and whether confusion is caused by language barriers, opportunities for regular communication with coworkers and supervisors, perception of coworkers' commitment to completing tasks effectively

(trustworthiness), and the frequency of frustration arising from communication challenges in the workplace.

The survey was distributed in three different Facebook groups specifically targeting HORECA workers, each with more than 3.500 participants. A total of 116 responses were collected. The questionnaire included an initial filter question to identify respondents working in the HORECA industry, which left us with 111 respondents from the targeted sector. Of these, 109 questionnaires were fully completed and included in the final data set for the analysis.

The first step in data processing involved converting the survey responses into a structured data set. The data was cleaned by removing timestamps and rows with missing entries. The cleaned data set was imported into R, where appropriate statistical analysis was performed to test the hypothesis. Table 1 gives a summary of the variables used in the analysis.

In the analysis that follows, it will be important to keep in mind the nature of some of the main variables. There are mainly two kinds of variables in the survey. Some questions like the respondents' assessment about their English language fluency ('fluent'), their perception of confusion related to ELB ('elb'), and job satisfaction ('satisfied') are binary yes/no questions. The variables 'fluent' and 'satisfied' collect information about self-assessed language proficiency and job satisfaction in a closed-format, direct way. The variable 'elb' gives a binary assessment about the perceived connection between confusion about responsibilities at work (role ambiguity) and language barriers, involving both confusion and language barriers.

Instead, another set of variables are related to the degree of prevalence or agreement with certain statements. The variable 'confuse' captures the prevalence of role ambiguity in the sample. The variable 'trust' captures the degree of trustworthiness among co-workers. The variable 'frustration' is similar to satisfied, but provides information about the degree of dissatisfaction. Contrary to 'satisfied', the variable 'frustration' directly connects dissatisfaction to language barriers. Finally, the variable 'communicate' refers to the role of internal communication in the organization, giving information about the possibility to overcome possible barriers and role ambiguity through frequent communication.

Table 1: Variable description

Variable	Survey question	Answer options
age	What is your age?	18-25, 25-35, 35-50, >50
gender	What is your gender?	female, male, prefer not to say
native	Are you a native English speaker?	yes, no
fluent	Do you speak English fluently at work?	yes, no
comfort	Do you feel comfortable speaking English at work?	strongly agree, agree, disagree, strongly disagree
confuse	How often do you feel confused about your job responsibilities?	never, rarely, often, always
elb	Do you think confusion about your responsibilities comes from English language barriers?	yes, no
communicate	It is possible to communicate about my job responsibilities with supervisors and other coworkers on a regular basis.	strongly agree, agree, disagree, strongly disagree
satisfied	Are you satisfied with your role and its given responsibilities in the company?	yes, no
trust	I trust that my coworkers give their best trying to complete their tasks effectively.	strongly agree, agree, disagree, strongly disagree
frustration	How often do you feel frustrated due to communication barriers in your company?	never, rarely, often, always

5.3.Hypotheses

5.4.Analysis about job satisfaction

To study job satisfaction, we look first at the variables ‘satisfied’ and ‘frustration’. Figure 1 shows that 80 % of respondents in our sample are satisfied with their role and its given responsibilities.



Figure 1

This first impression is qualified when looking at the variable ‘frustration’. This variable captures how often employees feel frustrated due to communication barriers in their organizations. It reflects the emotional response to communication problems at work, which are related to language barriers. Figure 2 reveals that over 40 % of respondents often experience frustration associated to communication barriers in the workplace.

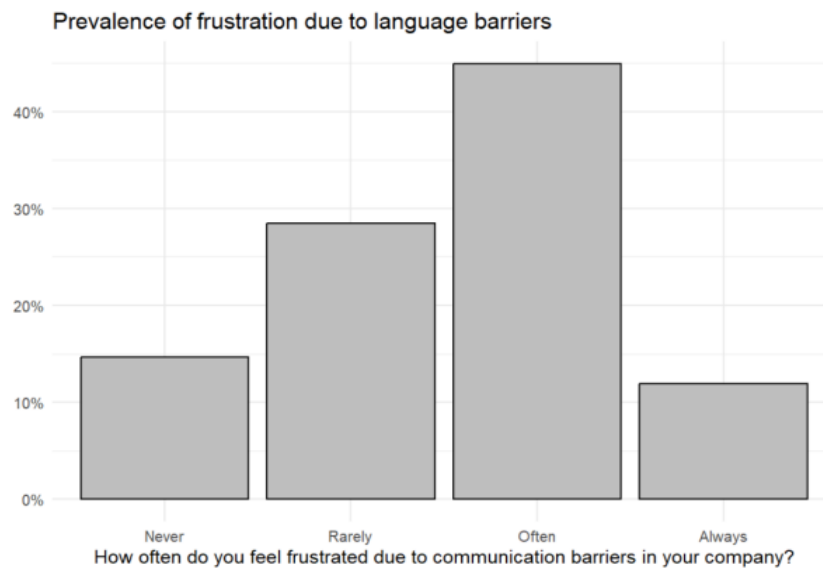


Figure 2

Figure 3 combines the information given by these two variables. We see that the small fraction of dissatisfied respondents, report experiencing frustration associated to communication barriers often, or always.

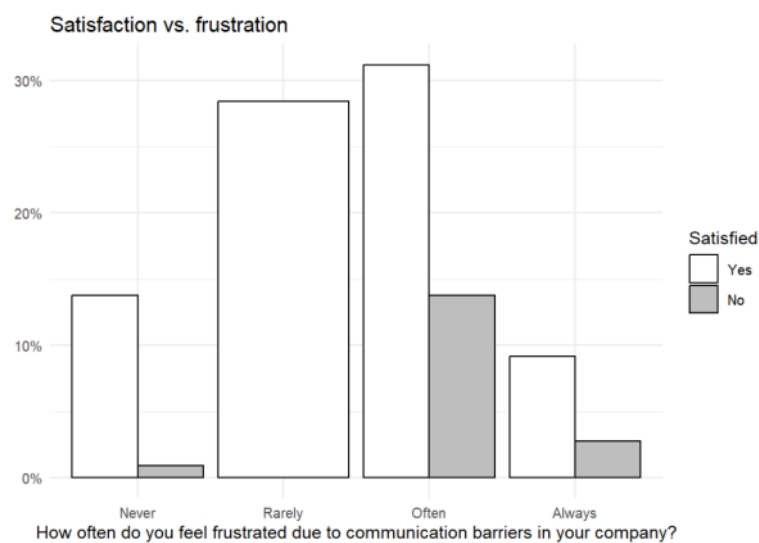


Figure 3

A simple test to see whether ELB affect job satisfaction for workers in the HORECA industry is provided using the variables ‘elb’ and ‘satisfied’, which are both binary categorical variables. The variable ‘elb’ asks respondents whether they think that confusion in their responsibilities comes from ELB. The variable ‘satisfied’ asks whether respondents are satisfied with their role and the responsibilities that go with it. The contingency table for these two variables is as follows.

Table 2: Contingency table between confusion due to ELB and satisfaction.

	Satisfied	Not satisfied	Total
ELB = Yes	58	18	76
ELB = No	32	1	33
Total	90	19	109

A chi-square test of independence was conducted to examine the relationship between ELB and job satisfaction. The test aimed to determine whether the observed distribution of job satisfaction across workers with and without language barriers differed significantly from what would be expected, if no association existed between the two variables. The test shows a significant relation between these variables, $\chi^2 (1, N = 109) = 5,4601$, $p = 0,01946$. Since the p-value is lower than the standard 0,05, the null hypothesis that these two variables are unrelated is rejected. Additionally, an effect size was calculated using Cramer’s V, which was found to be 0,25. This effect size is statistically significant, but moderate in magnitude.

In practical terms, the results suggest that ELB are not independent of job satisfaction in the HORECA industry. Workers who face difficulties in communicating effectively in English are more likely to experience lower satisfaction with their tasks and the responsibilities associated compared to those who are proficient in the language. The observed data, when compared to the expected frequencies under the assumption of independence, show a significant difference that cannot be attributed to random chance. Figure 4 illustrates this result. We see that the proportion of respondents that are dissatisfied, corresponding to the gray area, is much larger among those who believe that confusion about their responsibilities comes from language barriers (ELB = Yes).



Figure 4: Proportion of respondents that are satisfied with their job depending on their ELB assessment.

Similar results are obtained when we analyze the relationship between respondents assessments of their ability to speak English fluently (variable ‘fluent’) and their satisfaction (variable ‘satisfied’). The contingency table for these two variables appears in Table 3, where we see that the number of dissatisfied respondents among those who consider themselves to be fluent when speaking English in the workplace is only 4, much lower than the number of dissatisfied respondents among those who report not to speak English fluently at work.

Table 3: Contingency table between self-assessed English fluency at work and satisfaction.

	Satisfied	Not satisfied	Total
Fluent = Yes	47	4	51
Fluent = No	43	15	58
Total	90	19	109

The chi-square test for ‘fluent’ and ‘satisfied’ confirms that this relation is indeed significant with $\chi^2 (1, N = 109) = 4,934$, $p = 0,02633$. The effect size according to Cramer’s V for this case is equal to 0,237, which is moderate. Figure 5 illustrates this relation. The diagram shows in gray the fraction of dissatisfied respondents which is much lower for those who report to speak English fluently in the workplace (Fluent = Yes) than for those who do not consider themselves fluent in their use of English at work (Fluent = No).

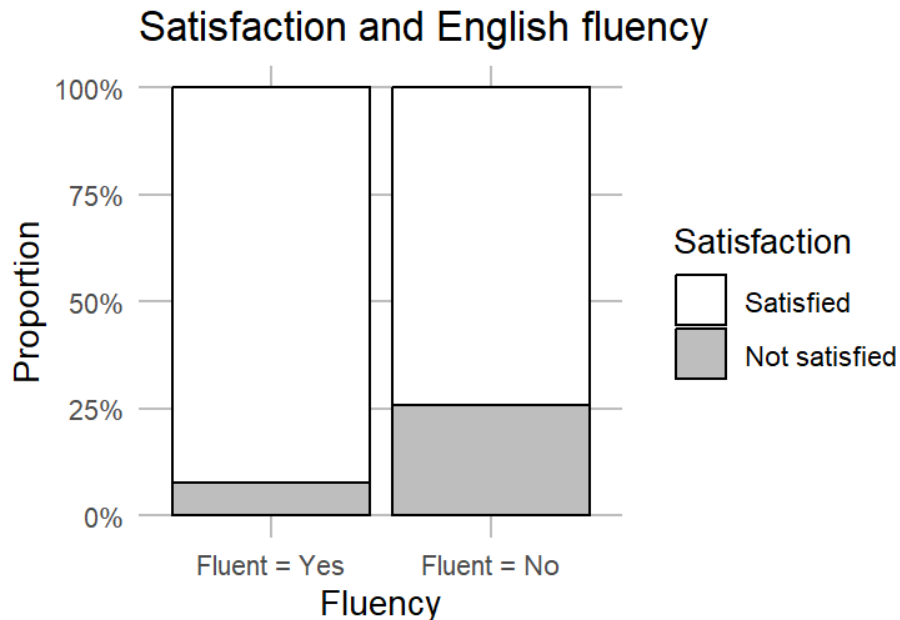


Figure 5: Proportion of respondents that are satisfied with their job depending on their assessment of English fluency at work.

Concluding, the analysis suggests that it would be important to improve English language proficiency among employees for enhancing job satisfaction and overall employee well-being in multilingual work environments. Approximately 20 % of respondents reported being dissatisfied with their role and responsibilities associated, and frustration due to communication barriers at work was prevalent among over 40% of respondents. Notably, the vast majority of dissatisfied employees reported experiencing frustration often or always, suggesting that there is an impact of communication difficulties on job satisfaction. Moreover, significant chi-square tests revealed strong associations between ELB, fluency, and job satisfaction. Employees with higher fluency levels were significantly more likely to report satisfaction in their role, while those who perceived communication barriers related to language were more likely to report dissatisfaction.

These findings align with those in the literature, reinforcing the role of effective communication and language skills for job satisfaction and a positive work environment among HORECA workers.

5.5. Analysis of role ambiguity and trustworthiness

Now, the focus shifts to the relation between role ambiguity (captured by the variable ‘confuse’), and trustworthiness (variable ‘trust’). We will try to relate this to ‘frustration’ which in our survey asks explicitly about frustrating situations associated to language barriers. These three variables are ordinal. Both responses from ‘never’ to ‘always’ in the case of the variables ‘frustration’ and ‘confuse’, as well as from ‘strongly disagree’ to ‘strongly agree’ for the case of the variable ‘trust’ can be ordered from 1 to 4. This allows to run a pairwise correlation tests. Table 4 below summarizes the Spearman correlation coefficients.

Table 4: Spearman's correlation between role ambiguity, trustworthiness and frustration.

Variables	Spearman rho	Interpretation
confuse vs. trust	-0,489	Moderate negative correlation. As role ambiguity becomes more frequent, there is less trust.
confuse vs. frustration	0,555	Strong positive correlation. As ambiguity becomes more frequent, frustration associated to communication also does.
trust vs. frustration	-0,651	Strong negative correlation. The degree of trustworthiness is lower as frustration associated to communication is more frequent

The correlations obtained are as expected. There is a strong positive correlation between role ambiguity and frustration related to language barriers and a negative correlation between role ambiguity and trustworthiness and between trustworthiness and frustration. This confirms the emotional reactions to the experiences at work related to language barriers that have also been identified in the literature.

In what follows, the analysis will compare the distribution of these three variables, ‘confuse’, ‘frustration’, and ‘trust’, among respondents with and without fluent language usage (variable ‘fluent’) and those who report differently at the variable ‘elb’ (capturing whether confusion in the job responsibilities comes from ELB).

Figure 6 illustrates the distribution of HORECA workers who report being confused in their job responsibilities. This is interpreted as role ambiguity. The question ‘confuse’ did not specified

where this confusion is stemming from language barriers, which was reported separately through the variable ‘elb’, also appearing the chart.

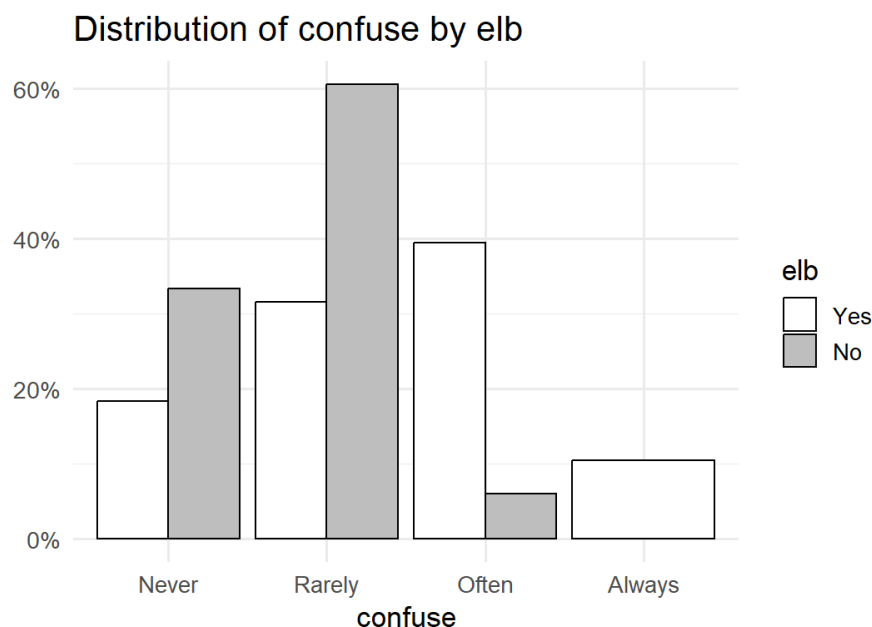


Figure 6

Figure 6 thus explores whether the reported confusion is higher for those who also answer yes to the ‘elb’ question. This seems to be clearly the case. Based on the distribution of confusion levels by the ‘elb’ variable, the analysis reveals significant differences in how individuals experience confusion depending on whether they answered “Yes” (white area) or “No” (grey area) to ELB. Those who answered “Yes” are more likely to experience confusion frequently. This is clear since around 40 % of respondents said “Yes” to ‘elb’ are also “often” confused in their job responsibilities. In contrast, around 60 % of respondents said “No” to ‘elb’, while “rarely” being confused about their job responsibilities. This pattern suggests that heightened confusion about job responsibilities is likely to be associated with communication barriers.

Figure 7 shows the distribution of confusion or role ambiguity by reported English fluency at work among the respondents. Based on the figure, the analysis shows that individuals who report to be fluent in English tend to experience significantly less confusion. Almost all respondents who report to be fluent also report to experience confusion rarely or never.

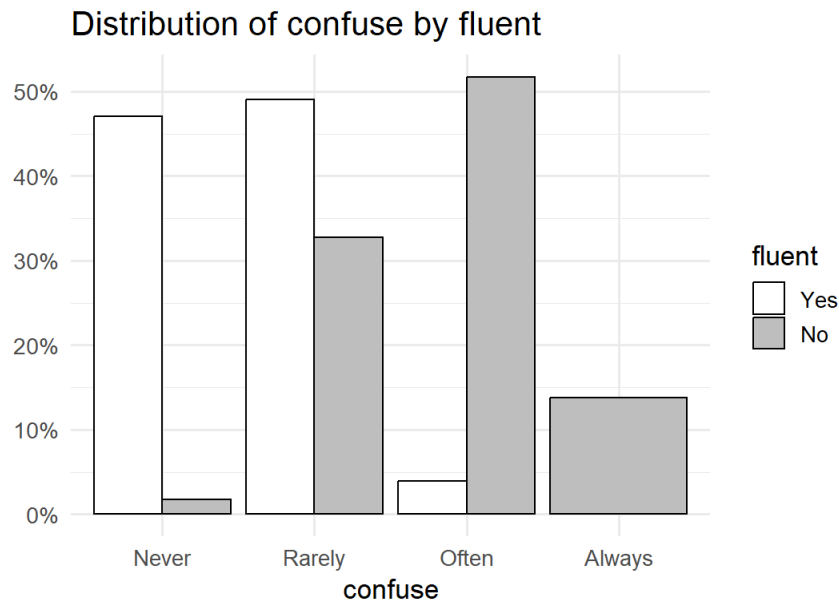


Figure 7

Conversely, those who are not fluent experience higher and more frequent levels of confusion; more than 10% of not fluent workers always experience confusion and more than 50% of non-fluent workers often experience confusion.

Figure 8 shows the distribution of ‘trust’ by the ‘elb’ variable, with the white area representing those who answered “yes” to elb and the gray area representing those who answered “no” to elb, as in the previous charts.

Figure 8 suggests that those individuals who do not think that confusion is stemming from language barriers (elb=no), predominantly fall into the “Agree” (more than 60%) and “Strongly Agree” (around 20%) categories of the ‘trust’ variable, indicating higher levels of trust overall. In contrast, those who report that confusion about job responsibilities is related to language barriers (elb=yes) exhibit a more varied distribution of ‘trust’, with notable proportions in the “Disagree” (almost 40% of respondents with white, and less than 20% gray) and “Agree” categories, suggesting a mixed perception of trust. These results support the finding that language barriers may contribute to challenges in building trust, potentially due to difficulties in communication, understanding, or engagement. The higher trust levels among those who do not associated confusion to language barriers highlight the importance of clear communication in fostering trust.

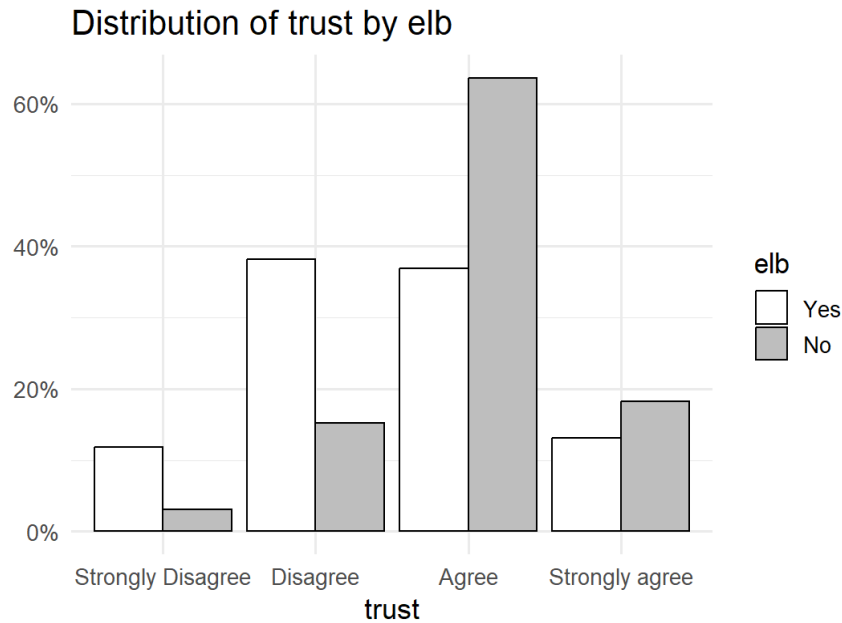


Figure 8

Figure 9 shows the distribution of trustworthiness by reported English fluency. Among individuals who are fluent, the majority exhibit higher trust levels, with a large proportion agreeing or strongly agreeing, indicating a stronger sense of trust.

Conversely, we see in Figure 9 that non-fluent individuals tend to concentrate more heavily in the “Agree” and “Disagree” categories, with a relatively smaller proportion expressing strong agreement and a notable presence in “Disagree” (almost 40 % of respondents) and “Strongly Disagree” (higher than 15 % of respondents). This distribution suggests that language skills does play an important role in perceived trustworthiness and developing trust. The graphical results is not as clear as in previous observations.

The observation, however, is in accordance with the results reported by Tenzer et al. (2014), although those authors were able to observe the dynamics in the workplace not only from the perspective of those affected by poor language skills, but also from the perspective of their colleagues.

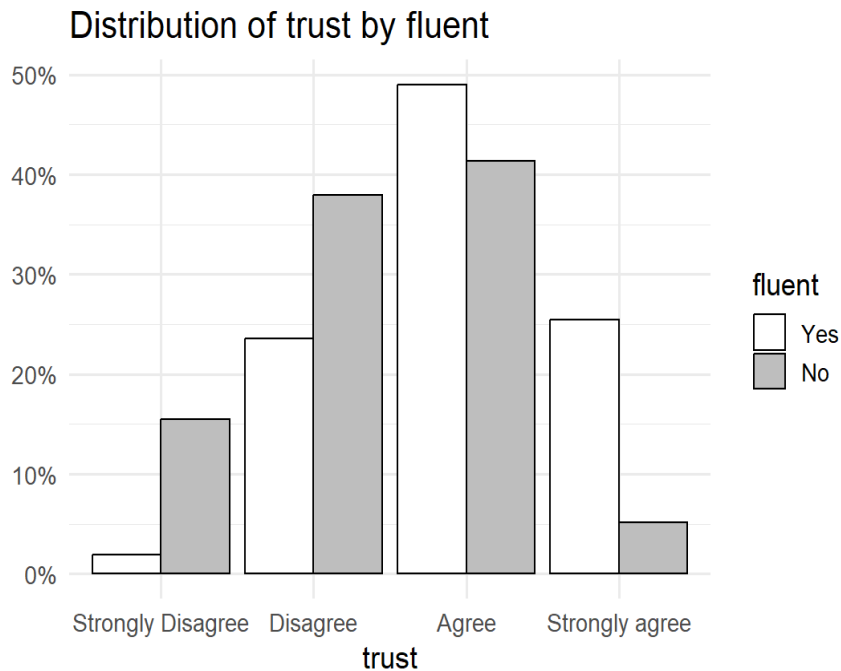


Figure 9

The analysis of frustration levels among individuals based on their responses to the variables ‘elb’ and ‘fluent’ is shown in Figures 10 and 11, respectively. It also reveals significant patterns of correlation between role ambiguity and English skills with the degree of frustration experienced due to communications barriers.

Figure 10 shows the distribution of the frequency of reported frustration due to communication barriers by the ‘elb’ variable which reports whether individuals perceive role ambiguity stemming from English language barriers. We see that, indeed, those who answered “Yes” to elb, which appear in white, report more frequently experiencing frustration “often” or “always”. Conversely, individuals responding “No” to elb reported more frequently that they “rarely” or “never” experience frustration due to communication barriers.

It is important to keep in mind that the variable ‘elb’ is capturing role ambiguity due to English language barriers. Thus Figure 10 suggest that there is a connection between rule ambiguity and frustration at work.

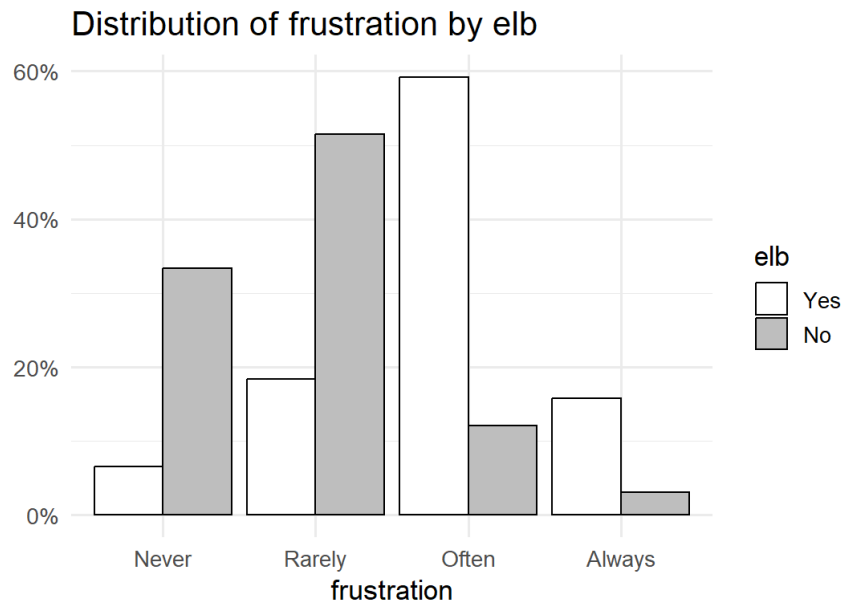


Figure 10

Figure 11 chart represents the distribution of ‘frustration’ by ‘fluent’. The figure shows that respondents answering “No” to ‘fluent’ are disproportionately represented in the “Often” category of frustration, more specifically with more than 60 % of respondents being in the gray area. Those answering “Yes” (white area), displayed a more balanced distribution across “Never” (more than 30 %) and “Rarely” (more than 35 %).

These result show that respondents who are not fluent in English are more likely to experience frustration due to communication barriers relative those that report to be fluent. This confirms the suggestion in the literature that problems in communication are a source of stress and frustration. Specifically, this is shown here for workers of the HORECA industry.

Concluding, the exploratory analysis seems to support our hypotheses. Dividing the respondents population according to the binary variables ‘fluent’ and ‘elb’, we have compared the prevalence of role ambiguity (‘confuse’), trustworthiness (‘trust’), and frustration associated to communication barriers (‘frustration’).

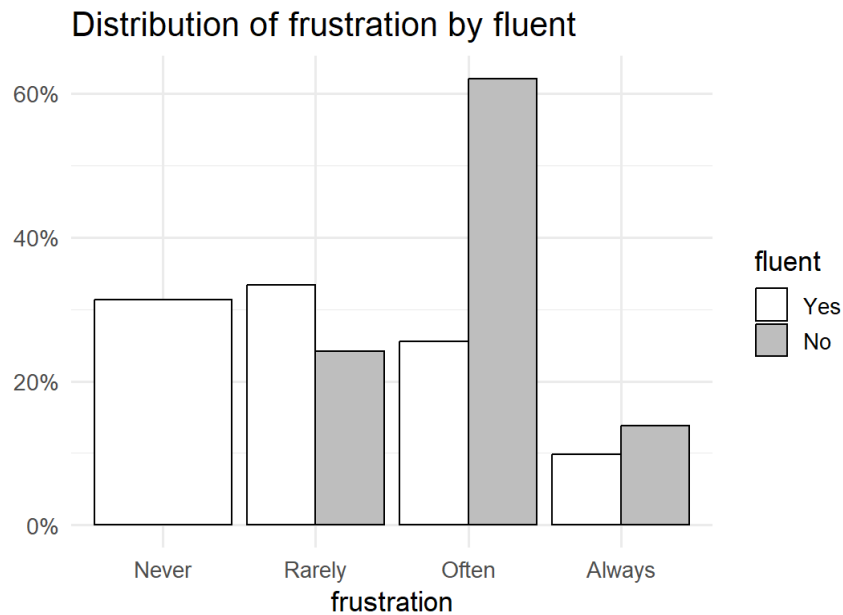


Figure 11

The bar charts indicate that role ambiguity is clearly more prevalent among workers who report not being fluent in their use of English at work. Around 75 % of workers who are not fluent report to experience confusion in their responsibilities often or always (see Figure 7). . Figures 8 and 9 also suggest a strong relationship between trustworthiness and language skills and confusion due to ELB. In this case, it is ELB and the confusion associated to ELB which seems to have even a stronger effect that language skills directly ('fluent').

Finally, the feeling of frustration, a strong emotional response to the experiences reported by the respondents to our survey, is clearly associated to lack of language skills (reporting 'fluent' = 'no') and the perception that role ambiguity results from ELB (reporting 'elb' = 'yes').

The next section suggest some strategies for overcoming language barriers based on the findings of the analysis performed.

6. Strategies for overcoming language barriers

In this part of the paper, strategies and solutions for overcoming language barriers will be proposed, also taking the results of the methodology into consideration.

The first proposal is implementing language training programs for employees as a strategic approach to overcoming language barriers in HORECA. These programs aim to enhance employees' linguistic proficiency, facilitating effective communication with a diverse clientele. By providing staff with improved language skills, establishments not only elevate the quality of customer service, but also expand their appeal to a wider demographic. Such investments contribute to creating a more inclusive and customer-centric environment, ultimately leading to increased customer satisfaction and loyalty, which are crucial for sustained economic success.

Prior research indicates that English language training significantly enhances language proficiency (LP) and communication skills in workers, thereby boosting productivity and organizational performance (Duval-Couetil & Mikulecky, 2010). Moreover, this directly addresses the hypothesis that reducing role ambiguity and enhancing language satisfaction can improve overall trustworthiness and job satisfaction for workers in the HORECA industry.

The analysis performed priorly also reinforces the literature. It shows that by addressing communication barriers, organizations can create a more cohesive work environment that fosters job satisfaction, trust and reduces frustration, ultimately increasing employee well-being and organizational success. Job satisfaction pivotal in the success of HORECA businesses, due to employee fidelity, performance and overall success of the business.

Additionally, leveraging technology such as translation apps, digital menus, and interactive touchscreens can effectively mitigate language barriers. These tools enable seamless communication between staff and customers who speak different languages (Nakamura, 2009). Real-time translation of menus, orders, and inquiries ensures clarity and accuracy in interactions, while integrating translation services and scripted dialogues into customer service protocols empowers staff to navigate language barriers with confidence and professionalism (Gazgireeva et al., 2022). By embracing these innovative solutions, HORECA establishments not only foster smoother interactions and enhance customer experiences, but they also create an environment that supports cultural diversity, aligning with the hypothesis that effective communication can reinforce trustworthiness among clientele and positively influence employee job satisfaction.

Cultural awareness is also vital in addressing English language barriers within HORECA. Culture encompasses shared beliefs, customs, and ways of life accepted in a society and shapes individual attitudes and behaviors (Nicholls, 2011; Luka et al., 2013). Misunderstandings can occur when individuals from diverse cultural backgrounds interact, often exacerbated by language barriers (Luka, 2013). To combat these challenges, it becomes essential to bridge language gaps while also recognizing and navigating cultural differences. Training programs focused on cultural awareness can mitigate these disparities in HORECA establishments (Grobelna, 2015). By fostering a culturally aware and linguistically competent workforce, organizations can enhance overall trustworthiness and employee satisfaction, thereby validating the hypothesis that English language barriers negatively impact job satisfaction for workers.

Moreover, implementing multilingual signs and menus in HORECA establishments serves as a proactive strategy to overcome language barriers and enhance the customer experience. By offering signage and menus in multiple languages, businesses cater to the diverse linguistic backgrounds of their clientele, ensuring clear communication (Buarqoub, 2019). This not only simplifies navigation for non-native speakers but also fosters inclusivity, making patrons feel welcomed and valued. Multilingual signage demonstrates a commitment to customer satisfaction and cultural sensitivity, thus contributing to a more positive dining experience for all customers. This approach also aligns with the hypothesis by creating an environment that minimizes role ambiguity and enhances trust, which in turn can lead to higher job satisfaction among employees.

Lastly, enhancing employee performance and reducing English language barriers can be achieved by recruiting bilingual supervisors and establishing bilingual work environments. This approach is both efficient and cost-effective, promoting positive outcomes for employee productivity and overall workplace effectiveness (Brooks, 2009; Woock, 2008). By fostering bilingual workplaces, organizations may improve communication and understanding among employees, significantly boosting their job satisfaction levels (Duval-Couetil & Mikulecky, 2010). This recruitment strategy highlights the importance of linguistic diversity and supports the hypothesis that addressing both role ambiguity and English language barriers will positively influence employees' perceptions of trustworthiness and their job satisfaction in the HORECA setting. Overall, these strategies aim not only to bridge communication gaps, but also to create an inclusive and trustworthy environment, reinforcing the notion that reducing ambiguity and enhancing language

proficiency can lead to improved relationships within the workplace and with clientele, ultimately benefiting both employees and the organization.

7. Conclusion

Our findings support the hypotheses that English Language Barriers (ELB) adversely affect job satisfaction for workers in the HORECA industry, and that a significant negative correlation exists between role ambiguity, language satisfaction, and trustworthiness.

First, the thesis introduces the concept of ELB and their impact on the operations of the hospitality industry. The reviewed literature points out the negative impact of language barriers on customers' perception of service quality, disrupting internal communication among employees, resulting in particular in role ambiguity, role conflict, and increased employee turnover, as well as hindering effective communication necessary for knowledge processing and knowledge transfer.

In the next step, the thesis looks at the factors contributing to ELB and how these are prevalent in the hospitality industry. ELB are related to the cultural diversity found in today's international working environments in general, but they are especially noticeable in the context of travel and the service provided by hotels and restaurants. Language carries emotional weight, making it of central importance in creating a welcoming and comfortable atmosphere for guests. The complexity of English language, combined with many companies' reluctance to invest in language training for their employees, often contributes to the existence of language barriers.

Section 4 turns to the aspects that will be more relevant for our analysis. It explores the effects of communication barriers on internal operations and working dynamics. This part is divided between communication satisfaction, role ambiguity and role conflict, trustworthiness, and employees' turnover intentions. Communication satisfaction is found to be of utmost importance in preventing employee burnout, absenteeism and stress. Role ambiguity and conflict are a result of limited communication. According to the literature, they are prevalent in the hospitality industry, and they are also a source of stress and diminished work satisfaction. This is predominant in the HORECA industry where English proficiency is crucial, due to the great number of immigrant employees and international clients. Trustworthiness among employees has been related to language barriers, which affects the overall cooperation among team members. Last but not least, turnover intentions are correlated with communication satisfaction and job performance. These three factors influence each other and affect the outcome of the business.

After carefully exploring the literature, the thesis explored the following research questions in a small original survey among HORECA workers: "How do ELB affect job satisfaction among

workers in the HORECA industry?" and "What is the relationship between role ambiguity, trustworthiness, and frustration associated to communication barriers?"

The responses of 109 HORECA workers were analyzed using exploratory analysis with bar charts and statistical tests. The results supports the correlation of language skills ('fluent') and confusion due to ELB to job satisfaction, as well as the prevalence of role ambiguity ('confuse'), the ability to trust coworkers ('trust'), and the feeling of frustration associate to communication barriers ('frustration'). A solution is obviously to improve English language proficiency among workers of the HORECA sector, in order to enhance job satisfaction and overall employee well-being.

The relation between role ambiguity, language satisfaction and trustworthiness was summarized by the Spearman's correlation test, that underlined the fact that there is less trust in the presence of role ambiguity. At the same time the degree of frustration associated to communication is negatively correlated to the level of trustworthiness.

Concluding, some strategies for overcoming language barriers would be the implementation of language training programs, to improve linguistic proficiency among employees. This would improve customer service and would also create a more inclusive environment at work. This would result in lower turnover intentions and higher trustworthiness but would also reduce role ambiguity.

Lastly, the reduction in ELB would bridge communication gaps within HORECA teams, which would benefit the employees, the customers and ultimately the success of the business.

Bibliography

1. Argote, Linda, and Paul Ingram. "Knowledge Transfer: A Basis for Competitive Advantage in Firms." *Organizational Behavior and Human Decision Processes*, vol. 82, no. 1, May 2000, pp. 150–69. <https://doi.org/10.1006/obhd.2000.2893>.
2. Bakker, Arnold B., Evangelina Demerouti, and Martin C. Euwema. "Job Resources Buffer the Impact of Job Demands on Burnout." *Journal of Occupational Health Psychology*, vol. 10, no. 2, Apr. 2005, pp. 170–80. <https://doi.org/10.1037/1076-8998.10.2.170>.
3. Birdir, Kemal. "General Manager Turnover and Root Causes." *International Journal of Contemporary Hospitality Management*, vol. 14, no. 1, Feb. 2002, pp. 43–47. <https://doi.org/10.1108/09596110210415123>.
4. Cho, Seonghee, Misty M. Johanson, and Priyanko Guchait. "Employees Intent to Leave: A Comparison of Determinants of Intent to Leave Versus Intent to Stay." *International Journal of Hospitality Management*, vol. 28, no. 3, Sept. 2009, pp. 374–81. <https://doi.org/10.1016/j.ijhm.2008.10.007>.
5. Duval-Couetil, Nathalie, and Larry Mikulecky. "Immigrants, English, and the Workplace: Evaluating Employer Demand for Language Education in Manufacturing Companies." *Journal of Workplace Learning*, vol. 23, no. 3, April 2011, pp. 209–23. <https://doi.org/10.1108/13665621111117233>.
6. Foss, Nicolai J., and Torben Pedersen. "Microfoundations in International Management Research: The Case of Knowledge Sharing in Multinational Corporations." *Journal of International Business Studies*, vol. 50, no. 9, Dec. 2019, pp. 1594–621. <https://doi.org/10.1057/s41267-019-00270-4>.
7. Franken, Swetlana. "Personal: Diversity Management." *Studienwissen kompakt*, Springer Gabler Wiesbaden, 2015. <https://doi.org/10.1007/978-3-658-06797-7>.
8. Henderson, Daniel J., and R. Robert Russell. "HUMAN CAPITAL AND CONVERGENCE: A PRODUCTION-FRONTIER APPROACH*." *International Economic Review*, vol. 46, no. 4, Oct. 2005, pp. 1167–205. <https://doi.org/10.1111/j.1468-2354.2005.00364.x>.

9. Hinkin, Timothy R., and J. Bruce Tracey. "The Cost of Turnover: Putting a Price on the Learning Curve." *Cornell Hospitality Quarterly*, vol. 41, no. 3, June 2000, pp. 14–21. <https://doi.org/10.1177/001088040004100313>.
10. Holmqvist, Jonas, and Christian Grönroos. "How Does Language Matter for Services? Challenges and Propositions for Service Research." *Journal of Service Research*, vol. 15, no. 4, May 2012, pp. 430–42. <https://doi.org/10.1177/1094670512441997>.
11. Jang, Jichul, and R. Thomas George. "Understanding the Influence of Polychronicity on Job Satisfaction and Turnover Intention: A Study of Non-supervisory Hotel Employees." *International Journal of Hospitality Management*, vol. 31, no. 2, pp. 588–95. <https://doi.org/10.1016/j.ijhm.2011.08.004>.
12. Kim, Dan J. "An Investigation of the Effect of Online Consumer Trust on Expectation, Satisfaction, and Post-expectation." *Information Systems and E-business Management*, vol. 10, no. 2, June 2010, pp. 219–40. <https://doi.org/10.1007/s10257-010-0136-2>.
13. Kim, Kakyom, and Giri Jogaratnam. "Effects of Individual and Organizational Factors on Job Satisfaction and Intent to Stay in the Hotel and Restaurant Industry." *Journal of Human Resources in Hospitality & Tourism*, vol. 9, no. 3, July 2010, pp. 318–39. <https://doi.org/10.1080/15332845.2010.487043>.
14. Peltokorpi, Vesa, and Eero Vaara. "Knowledge Transfer in Multinational Corporations: Productive and Counterproductive Effects of Language-sensitive Recruitment." *Journal of International Business Studies*, vol. 45, no. 5, June 2014, pp. 600–22. <http://doi.org/10.1057/jibs.2014.1>.
15. Lozano, J. Félix, and Teresa Escrich. "Cultural Diversity in Business: A Critical Reflection on the Ideology of Tolerance." *Journal of Business Ethics*, vol. 142, no. 4, June 2017, pp. 679–96. <https://doi.org/10.1007/s10551-016-3113-y>.
16. Madera, Juan M., Mary Dawson, and Jack A. Neal. "Managing Language Barriers in the Workplace: The Roles of Job Demands and Resources on Turnover Intentions." *International Journal of Hospitality Management*, vol. 42, Sept. 2014, pp. 117–25. <https://doi.org/10.1016/j.ijhm.2014.06.004>.

17. Mayer, Roger C., James H. Davis, and F. David Schoorman. "An Integrative Model of Organizational Trust." *The Academy of Management Review*, vol. 20, no. 3, July 1995, pp. 709–34. <https://doi.org/10.5465/amr.1995.9508080335>.
18. McKnight, D. Harrison, Larry L. Cummings, and Norman L. Chervany. "Initial Trust Formation in New Organizational Relationships." *The Academy of Management Review*, vol. 23, no. 3, July 1998, pp. 473–90. <https://doi.org/10.5465/amr.1998.926622>.
19. Mulvaney, Rebecca Harris, John W. O'Neill, Jeanette N. Cleveland, and Ann C. Crouter. "A Model of Work-family Dynamics of Hotel Managers." *Annals of Tourism Research*, vol. 34, no. 1, Jan. 2007, pp. 66–87. <https://doi.org/10.1016/j.annals.2006.07.002>.
20. OECD "International Migration Outlook 2014." OECD Publishing, Paris. https://doi.org/10.1787/migr_outlook-2014-en.
21. Suryanto, and Zahra Eka Sari. "Difficulties and Strategies in Learning English: An Analysis of Students From English and Non-English Education Department in Indonesia." In: *Proceedings of the 4th International Conference on Sustainable Innovation 2020 – Social, Humanity, and Education (ICoSIHESS 2020)*, Advances in Social Science, Education and Humanities Research, vol. 518, Jan. 2021, <https://doi.org/10.2991/assehr.k.210120.140>.
22. Tenzer, Helene, Markus Pudelko, and Anne-Wil Harzing. "The impact of language barriers on trust formation in multinational teams." *Journal of International Business Studies*, vol. 45, no. 5, June 2014, pp. 508–35. <https://doi.org/10.1057/jibs.2013.64>.
23. Tenzer, Helene, Markus Pudelko, and Mary Zellmer-Bruhn. "The Impact of Language Barriers on Knowledge Processing in Multinational Teams." *Journal of World Business*, vol. 56, no. 2, Feb. 2021, p. 101184. <https://doi.org/10.1016/j.jwb.2020.101184>.
24. Wagner, Joshua. "Language barriers in hotels. How language proficiency influences perceived service quality." *Student Undergraduate Research E-Journal! (SURE!)*, vol. 4, Nov. 2018. <https://doi.org/10.25609/sure.v4.2823>.

Appendix

Survey Questions: English Language Barriers (ELB) in the HORECA Industry

1. Do you work in HORECA?
 - Yes
 - No

2. What is your age?
 - 18-25
 - 25-35
 - 35-50
 - >50

3. What is your gender?
 - Female
 - Male
 - Prefer not to say

4. Are you a native English speaker?
 - Yes
 - No

5. Are you able to speak English fluently at work?
 - Yes
 - No

6. Do you feel comfortable speaking English at work?
 - Strongly Agree
 - Agree
 - Disagree
 - Strongly Disagree

7. How often do you feel confused about your specific job responsibilities?

- Never
- Rarely
- Often
- Always

8. Do you think confusion about your job responsibilities comes from English Language Barriers?

- Yes
- No

9. It is possible to communicate about my job responsibilities with supervisors and other coworkers on a regular basis.

- Strongly Agree
- Agree
- Disagree
- Strongly Disagree

10. Are you satisfied with your role and its given responsibilities in the company?

- Yes
- No

11. "I trust that my coworkers give their best trying to complete their tasks effectively."

- Strongly Agree
- Agree
- Disagree
- Strongly Disagree

12. How often do you feel frustrated due to communication barriers in your company?

- Never
- Rarely
- Often
- Always

In the process of writing this thesis, AI tools (ChatGPT 4.0 and Grammarly) have been used to produce summaries and correct text to improve readability and language flow. All contents have been personally reviewed, and edited, and the author takes full responsibility for the content of the thesis.