

Hotel Handbook for Intercultural Competence

Cultural Awareness **BIHM5003**

Lecturer name: Mike Davies

Student name: Radasanu Manuela 2021029

Content page

Pg3 – Executive summary

Pg4 – 1.Introduction 1.1 Hofstede history

Pg5 – 2. Hofstede insights Greece-Romania 2.1 Power distance

Pg6 – 2.2 Individualism 2.3 Masculinity 2.4 Uncertainly avoidance

Pg7 – 2.5 Long term orientation 2.6 Indulgence 3. Conclusion

Pg8 – “DO” & “DON'TS”

Pg9, 10, 11 – Reference list

Executive summary

This report contains information about cultural behaviours, is bringing a short story about Hofstede six dimensions and a comparison between Romanian and Greece culture.

A report extracts of the Hofstede insights and comparison is included for these two countries.

Each dimension is defined separately and, in few words, describes different tips of culture and needs. The table “do” and “don’ts” is bringing a brief for the Greek employees and managers to behave with the Romanian guest.

Greek people are : Low power-distance , individualist, masculine, high uncertainty avoidance with short term orientation and indulgent.

Romanian people are : High power distance, feminine, low uncertainty avoidance with long term orientation and not very indulgent.



(<https://www.bing.com/images/search>)

1. This report will describe intercultural differences between Greek culture and Romanian culture; in Greece /Athens we have the hotel Wyndham Grand Athens by Zeus International, situated in the centre of Athens with Acropolis view and our guest is a family with two children's, from Romania/Bucharest. Culture represents the behaviours, values, language, rules, traditions, art, customs, and other characteristics found in a group of people. In simpler terms, culture represents the "lifestyle" that people in a certain place have, that is, how they live, what they believe in, how they think, how they behave in society (Wiedenhof, 2017). Differences of culture are characteristics of one group that are distinguished from the cultural characteristics of a second group. For example, the cultural differences between two different countries can be: language, traditions, gastronomy, faith.

1.1 Geert Hofstede in 1980 is the first specialist who spoke about culture as being a collective mental programming, by which members of one group differ from the members of a different group. In Hofstede's conception, persons or group culture is the way to percept, feel and act for individuals, countries, or business (Walters, 2021). Approached as the total mental programming of thought, culture starts from the social environment of a person, not in particular from his genes or origins; therefore, we must differ according with Hofstede in 1991, between an individual nature, which is rooted through genetic information, from the very sense of culture, and from the personality of the person, which is partially rooted and is formed partly through erudition (Walters, 2021).

Initially, the cultural dimensions theory of Hofstede has 4 dimensions:

- Power distance
- Uncertainty avoidance
- Individualism/Collectivism
- Masculinity/ Femininity

Michael Harris Bond, 1988 adds the 5th dimension in Hofstede's model:

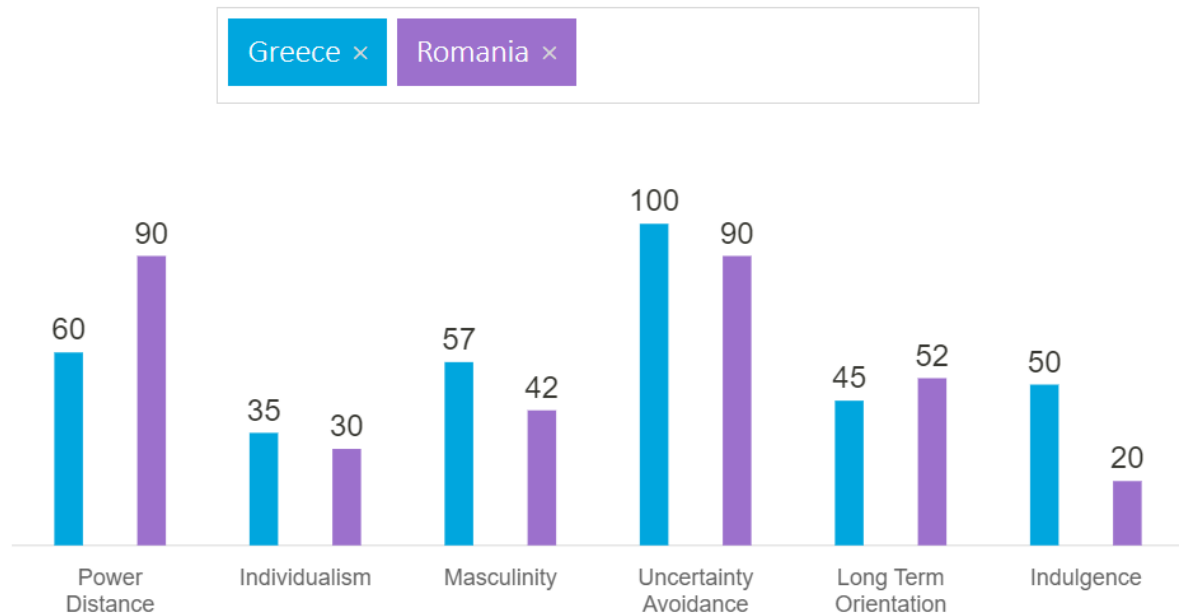
- Long-Term/ Short-Term Orientation

Michael Minkov, 2010 adds and describe the 6th dimension:

- Indulgence/ Restraint (Kobiruzzaman, 2019)

Using the Hofstede Insights website, we have a percentage comparison of the six dimensions for Greece and Romania.

2.



(www.hofstede-insights.com)

The services in hospitality industry are nothing but the connection between the employee and the client, and as the client is the most important element, for the company's activity to go forward, must be served by competent, well-trained people who offer a positive image of the entire company, starting from the receptionist to the top manager (Rkibi ,2009). Wyndham Grand Athens is run by International Hotel Management company; this is the main reason why they have employees for different counties, cultures, and back grounds (www.whyndhamgrandathens.com) .Even though we need to make sure that the family coming from Romania will be very well served and understand by the hotel staff starting with door man until management.

2.1 Power distance : Defines the degree of which humans in that culture perceive the inequality in social context (Negrila,2013). Romania has a high-power distance in comparison with Greece. This means that Romanian people:

- They expect more personalised services (House, 2004)

- they do not interfere in the power exercise and serves the traditional actions
- they do not question any decisions made by a person in a power position and they easily accept orders
- attracts authoritarian leaders
- they see themselves superior compared with the service employees (Lee et.al., 2015)
- they avoid taking responsibility for opinions contrary to those implement by a leader head.
- it is intensely linked to the power of dedication and dependence or, as a negative sense, by dislike and counter-dependence
- customers from high distance culture have a high service expectation and they are more difficult to please (Helms, 1988) in comparation with Greece, where people are more positive, open to conversations with all employees not only with managers, when comes to complaints and discounts.

2.2 Individualism: figures lower than 50 indicate a collectivist society. The collectivist ethics of a community are a measure for each country's prosperity because individualism point for self-affirmation need and financial independence (Negrila, 2013). Between these two countries is just a 5% difference and below 50%, this means that they are 2 Collectivist culture. According to Hofstede (1991) Individualism is the base of a society in which the differences between individuals are free and in which everyone is interested in themselves or the family (Voronov& Singer, 2002) and, Collectivism is the base of a society in which humans are strongly integrated into united groups that protect each other (Voronov& Singer, 2002).

2.3 Masculinity: Greece is a masculine culture while Romania is more feminist. Our feminine customer value fluid gender roles and quality of experience like greetings, smiles, respect and taking care of special needs (Bhattacharyya & Borhart,2018) -taking in consideration that they have children's, is very important to pay attention on them needs especially in the restaurant or pool areas.

2.4 Uncertainly avoidance: Greece scores 100 % while Romania 90%. Signified that member of a culture with high percentage they feel threatened by unsure situations or atypical behaviours. They have norms, regulations , they need to feel

safe and secure (Zait,2017). Our guest they will not be affected about different types of changes, and they allow children's to be left alone on a playground.

2.5 Long Term Orientation: Romania scores 52% in comparison with Greece 45%. Long-term orientation echoes the extent where a society approves or does not approve long-term devotion, orientation for tradition and thinking values. High scores signify the orientation for a long-term value, recognition for tradition and a powerful work ethic where the reward arises because of the effort made over time (wordpress.com,2018).

2.6 Indulgence: Indulgence is very representative for a society that permit the free pleasure of some feelings and needs, in special those connected to travel, relationships and friends' approach, shopping, and consumption. Opposite, constraint is representative for a community that control satisfaction, where humans are not enjoying their own lives (Huang & Crotts, 2019).

3. In hospitality industry and in our hotel, we should be mindful that by hosting different cultures by the country where the business is establish may determine how the staff treat the customers(guests) (Craggs, 2014). Because of the globalization increase, during the training sessions in the international hotel sector should be included teaching and learning strategies that helps and address differing cultural behaviour in customer service. This training is very important in the inter-cultural hospitality between hosts and customers (Lam et al., 2022) and between Wyndham Grand Athens and all the upcoming guests.

DO (includes all departments)	DON'TS (includes all departments)
- smile all the time for the guest - be friendly and easily approachable - be familiar with few words in Romanian (example: hello, good morning, good night) - pay more attention on different desires, needs and requests - read the customer body language and try to pass the complains to your manager or shift leader straight away - go extra mile for achieving the guests needs and wishes - ask questions regarding the previous day and feedbacks - managers need to create a welcome leather in Romanian language which need to be placed in the guest room - if possible, upgrade the room - help the guest finding different information regarding maps, foot paths, nice places to be visited - if possible, have few Romanian TV channels including a news channel - offer free drinks for kids and different menu choices - make sure the receptionist is acting very quick on guests' requests - room must be clean on a high level of expectations, daily - food must be tasty, and the waiter must ask few times the guest is everything is fine - ask questions about Romanian see side or mountains - feminine gender of the family needs to be treated with a highest respect and obedience	- don't treat the guest with superiority - don't use negative words - don't speak in Greek language with your colleagues when you are facing the guest - don't laugh and don't make inappropriate jokes - don't try to solve the problems and complains, bring a manager or highest position colleague to short it out - don't speak loudly and let the guest finish the sentence - don't speak about your personal live and your problems except if you are telling a funny story related with the context - don't leave the room unclean or without clean towels or linens - don't serve cold food or with big delays - don't treat the kids as they don't count - don't leave the guest to carry the luggage, especially the women - don't speak about Romania county or people, bad or with insulting words saying that you heard about someone else, or you read somewhere - don't try to convince the guests that Greece is much better than Romania, leave them to make these decisions - don't speak about Romania economy

Reference list :

Bhattacharyya, K.& Borhart, A.(2018). National Cultural Values on Service Quality: A Typology for Global Dining Experience in the 21 Century.[online] Journal of Service Science Research, Heidelberg, Volume 10, pp. 1-24. June 2018. Available at : <https://www-proquest-com.ezproxy.uwtsd.ac.uk/docview/2081956748?pq-origsite=primo&accountid=130472> [Accessed 12 March 2022]

Craggs, R.(2014), Hospitality in geopolitics and the making of Commonwealth international relations, Geoforum,[online Journal], March 2014, pp 90-100,UK, School of Social Science and Public Policy, Available at: <https://www-sciencedirect-com.ezproxy.uwtsd.ac.uk/science/article/pii/S0016718514000037> [Accessed 17 March 2022]

Graphic Report picture(Greece/Romania) [online] Available at : <https://www.hofstede-insights.com/country-comparison/greece,romania/> [Accessed 05 March 2022]

Helms, M.W.(1988). The Investigation of Cultural Distance, „Ulysses’ Sail: An Ethnographic Odyssey of Power, Knowledge, and Geographical Distance”, Princeton University Press , pp 66-130 Available at: <http://www.jstor.org/stable/j.ctt7ztj7f.7> [Accessed 04 March 2022]

Huang, S.& Crotts, J.(2019), Relationships between Hofstede’s cultural dimensions and tourist satisfaction: A cross-country cross-sample examination,[online journals] Tourism management pp. 232–241, Volume 72, June 2019, Available at : <https://www-sciencedirect-com.ezproxy.uwtsd.ac.uk/science/article/pii/S0261517718303054> [Accessed 05 March 2022]

House, R.J.(2004), Culture, leadership, and organizations : the GLOBE study of 62 societies, [online library] Calif, Sage Publications, Available at : https://librarysearch.uwtsd.ac.uk/discovery/fulldisplay?docid=alma99120763002421&context=L&vid=44WHELP_UWTSD:44WHELP_UWTSD_VU1&lang=en&search_scope=MyInst_and_CI&adaptor=Local%20Search%20Engine&tab=Everything&query=any,contains,power%20distance%20culture&offset=0 [Accessed 07 March 2022]

Kobiruzzaman, M.M.(2019). For Newsmoor.com, *Hofstede’s Cultural Dimensions*. [online], (Last update 30 December 2019). Available at : <https://newsmoor.com/cultural-dimensions-hofstedes-cultural-dimensions-theory-with-six-dimension/> [Accessed 01 March 2022]

Lam, R., Cheung, C.& Lugosi, P.(2022), The impacts of cultural intelligence and emotional labour on the job satisfaction of luxury hotel employees. International journal of hospitality management, [online] Volume 100, January 2022, UK & Hong King, Available at : <https://www.sciencedirect.com.ezproxy.uwtsd.ac.uk/science/article/pii/S0278431921002279> [Accessed 11 March 2022]

Langley, R.(1993) Cultures and Organizations: Software of the Mind, by Geert Hofstede (1991).UK: McGraw-Hill, Maidenhead, [online] Human resource development quarterly, pp.319–325. Available at: <https://web-p-ebshost-com.ezproxy.uwtsd.ac.uk/ehost/detail/detail?vid=0&sid=a0d8b983-aac3-439c-ac06-c4f2ecc72018%40redis&bdata=JnNpdGU9ZW9vc3QtbGl2ZQ%3d%3d#AN=14858648&db=bth> [Accessed 10 March 2022]

Lee et. al.(2015), Do I Follow My Friends or Crowd ? Science Management [online] Volume 61 no 9, 15 April 2015, Available at : <https://www.sciencedirect-com.ezproxy.uwtsd.ac.uk/science/article/pii/S0261517717302273#bib39> [Accessed 09 March 2022]

Negrila, A.(2013) For Wordpress.com, Geert Hofstede Dimensions, [Online] (Last update 18 August 2013), Available at : <https://artemisnegrila.wordpress.com/2013/08/18/cele-5-dimensiuni-culturale/> [Accessed 02 March 2022]

Picture available at : <https://www.bing.com/images/search>

Rkibi, T.(2009) Cultural Distance Concurrence, “Intercultural Management”, Volume 11/ no 19, pp.2-38, [online journal]

Available at : https://seaopenresearch.eu/Journals/articles/MI_19_1.pdf , [Accessed 05 March 2022]

Voronov, M.& Sincer, J.A.(2002). The myth of individualism-collectivism: A critical review, The Journal of social psychology,[online] pp. 80-461, Volume 142, Philadelphia, August 2002. Available at : <https://www.proquest.com/docview/199809228?accountid=130472&parentSessionId=msfi1EMxzXklJV9Tr9vrYDsfrMT5naECykgVE961EBM%3D&pq-origsite=primo> [Accessed 11 March 2022]

Walters, G.(2021). "Commercial hospitality in tourism. A global comparison of hospitality matters"; International Journal of Hospitality Management. Volume 95, p 102939, May 2021 [online library] Available at : <https://www.sciencedirect-com.ezproxy.uwtsd.ac.uk/science/article/pii/S0278431921000827> [Accessed 08 March 2022].

Wiedenhof, M.W.(2017). Consumer Culture and Society. Los Angeles, Sage Publication [online library]

Available at : <https://sk-sagepub-com.ezproxy.uwtsd.ac.uk/books/consumer-culture-and-society/i907.xml> [Accessed 11 March 2022]

Wordpress.com, (2018) About Long Term Orientation, [online] Available at : <https://accessipro.wordpress.com/2018/01/05/geert-hofstede-cele-5-dimensiuni-culturale/> [Accessed 12 March 2022]

Wyndham Grand Athens [online] Available at : <https://www.questreservations.com/wyndham-grand-athens/booking?msclkid=ea824538f60a150060a327179508ca7e> [accessed 05 March 2022]

Zait, D.(2017) Values and Characteristics of Cultural Dimensions in perspective of Hofstede, T.Hall, Hampden-Turner, Trompenaars & Global Project, [online Document] Romania, Available at: <https://www.proiecte.ro/management/caracterizarea-dimensiunilor-culturale-si-prezentarea-valorilor-acestora-din-perspectiva-lui-geert-hofstede-edward-t-hall-hampden-turner-trompenaars-si-a-proiectului-globe-30583> ,[Accessed 09 March 2022]

