

Assessment Component 2 – **Hotel Handbook for Intercultural Competence**

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Executive Summary

This report will be using Hofstede philosophy in analysing Saudi Arabia culture in comparison to United Kingdom culture. Hofstede's Cultural Dimensions Theory was developed by Geert Hofstede. It's a model that is used to understand the differences and similarities of culture across countries. It will then provide a handbook for employees to understand how to interact with this culture. It is important for hotel operation as there are many differences in culture and identifying them is the first stage in understanding how to act accordingly. This allows customers from that background to be pleased with their services that they have gotten.

The report found that although there are similarities in Masculinity according to Hofstede, the other 5 principals differ greatly. In accordance to those differences, a handbook in how to approach and behave with these customers was formulated.

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Introduction

This report will identify the cultures between two countries. Country A, United Kingdom where the customers will be visiting and Country B, Saudi Arabia where the customers will be coming from. The report will be using Hofstede philosophy to analyse the differences between the two. Using the application of Hofstede on the two cultures a handbook is formulated for the employees to use during the customers stay. Figure 1 is a graphical representation of Hofstedes theory and how each extreme describes the culture.

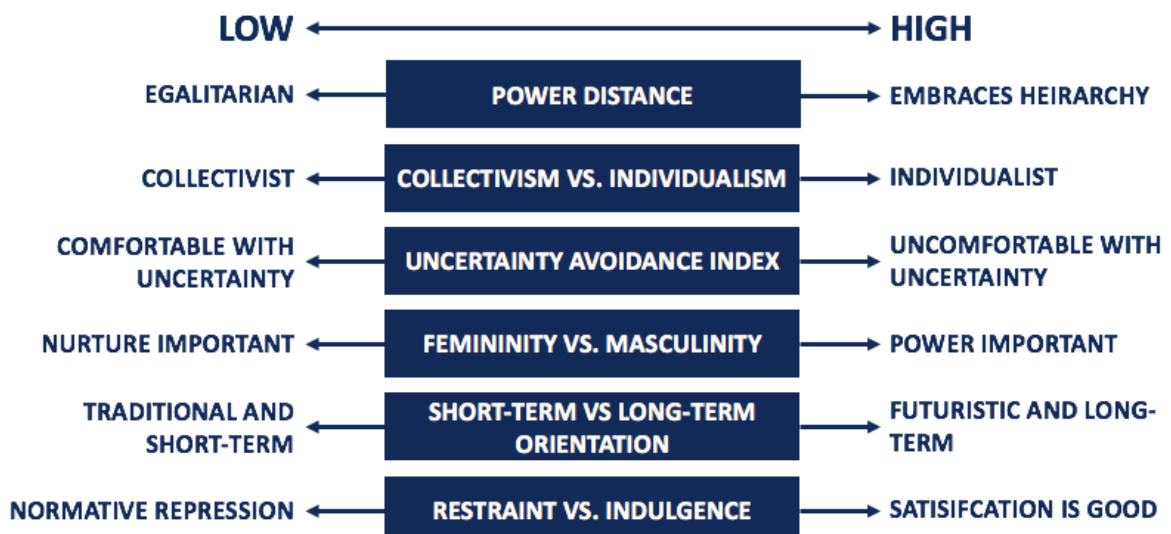
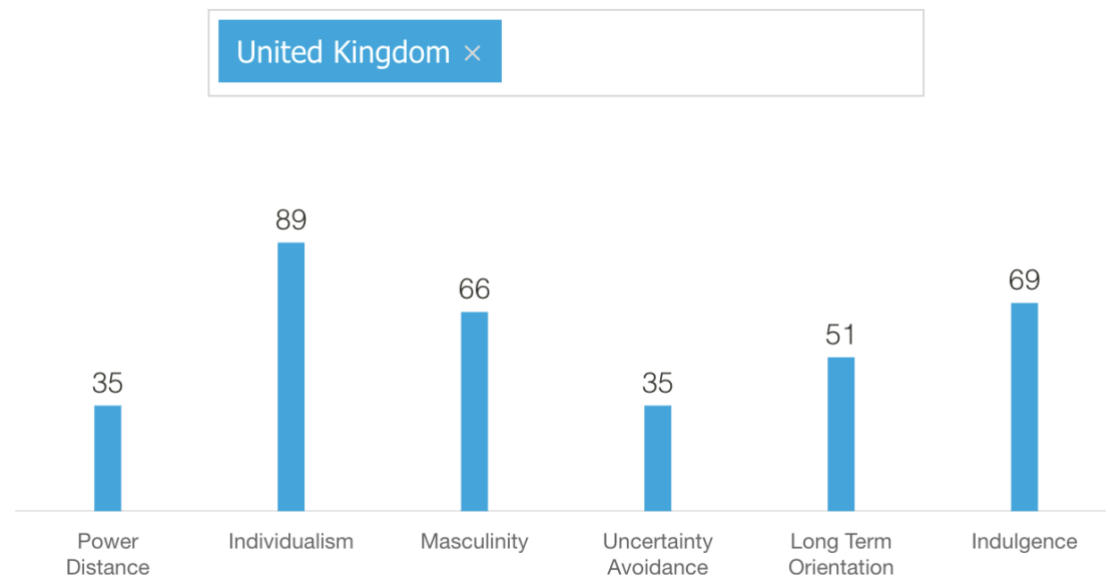


Figure 1 Hofstede Cultural Dimensions Theory
(CFI, 2021)

Country A – United Kingdom

The United Kingdom has become a diverse country over the years and changing society structure. As before British Culture consisted of important class structure where there was kings and queens and priest that ruled has now become government constitutes that hold a greater importance in leading the country. As well as the class system, human interactions and religion plays a great factor in the United Kingdom.

The British are often described as punctual, polite and are non-animated when they speak. They aren't keen on eye contact and respect the elderly and disabled highly. (Study in UK , 2020)



Country A - Hofstede Model

In figure 2 It can be identified from Hofstede model example the 6 cultural dimensions.

UK's **Power Distance** and **Uncertainty Avoidance** is at a low this is due to the idea that society should limit its inequality amongst the people. The uncertainty avoidance showcases that the country is not fearful in future uncertainties.

Other points of importance is the high number for **individualism**, this area examines a person's independence in society. Hofstede identifies that from a young age children are identified to think for themselves and not coaxed into a life that is planned. Young ones often use self-efficacy for their optimism which contributes to the individualism ideal. (Melis, 2021)

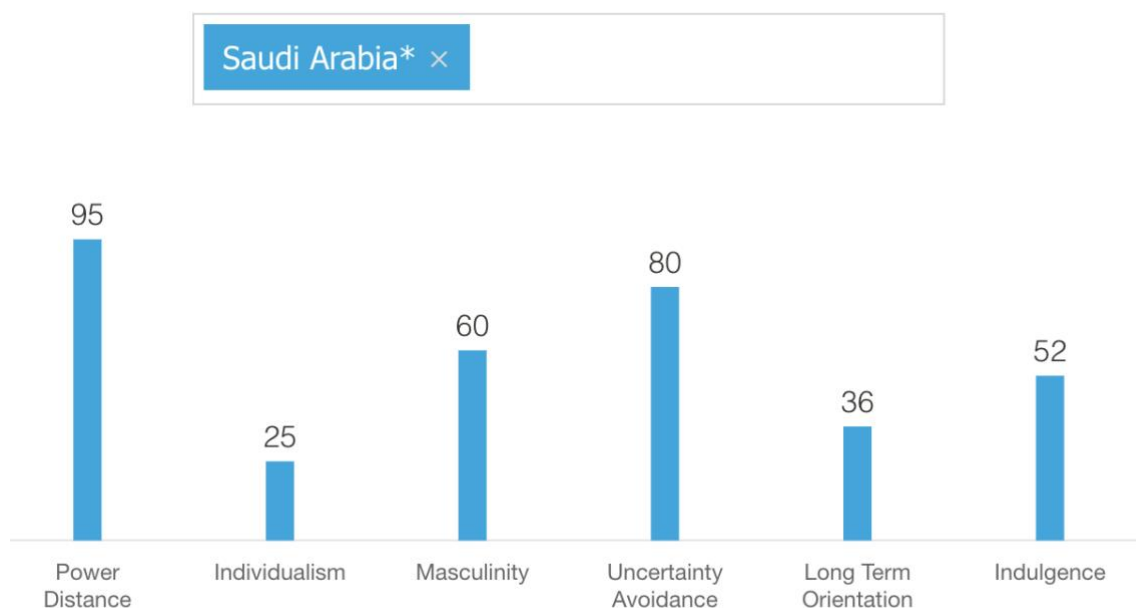
Other aspects that contribute to the UK's cultural is its Masculinity which means that the drive behind Figure 2 United Kingdom Hofstede Model society is its

achievements and success as well as its drive in competition. Britain is a masculine society and is driven by its success rates. Indulgence has a high reading which means the UK society has the need to enjoy their life by having fun and giving into desires. (Qingke Guo1, 2018)

Country B – Saudi Arabia

The guest that will be welcomed into the hotel will be travelling from Saudi Arabia (SA). The culture in SA is a lot different to the UK. Therefore, it is important to understand and identify the clear differences. Saudi Arabia culture originates from Islamic heritage, although society has adapted over the years into modernization, there is still a big emphasis on religion and practicing. (Foley, 2019) For example, woman often wear religious garment and are segregated from men who are not of their relative.

Country B – Hofstede Model



Power distance
one of the

Figure 3 Saudi Arabia Hofstede Model

can be seen as
highest ranking

in the bar graph. The expectation from the general population is that leaders will not be at the same level as those in lower ranking positions. This has been accepted through cultural heritage (Rebecca J. Blak, 2012) The people of SA accept that there should be a hierarchal order and that everyone has a place in society. People are expected to listen to their higher ups and higher ups roles such as a boss of a company work as an 'autocrat' ; ' A ruler who has absolute power' (Oxford Languages, 2022)

Individualism is scored rather low alongside long term orientation. According to Hofstede, rather than an individualism society it opts for a collectivism, this means that the society strives largely by goals as a collective rather than an individual's goals and aspirations. (Chiu, 2015) This means that within the society family, work groups, associates goals are often pushed forward over that of an individual

With Saudias low number in long term orientation this means that those in the society respects traditions and want quick results.

60 score on masculinity means that the rather than an emotional approach, the thinking is that in order to live you must work. Saudi take pride in their success and achievements.

Country Analysis

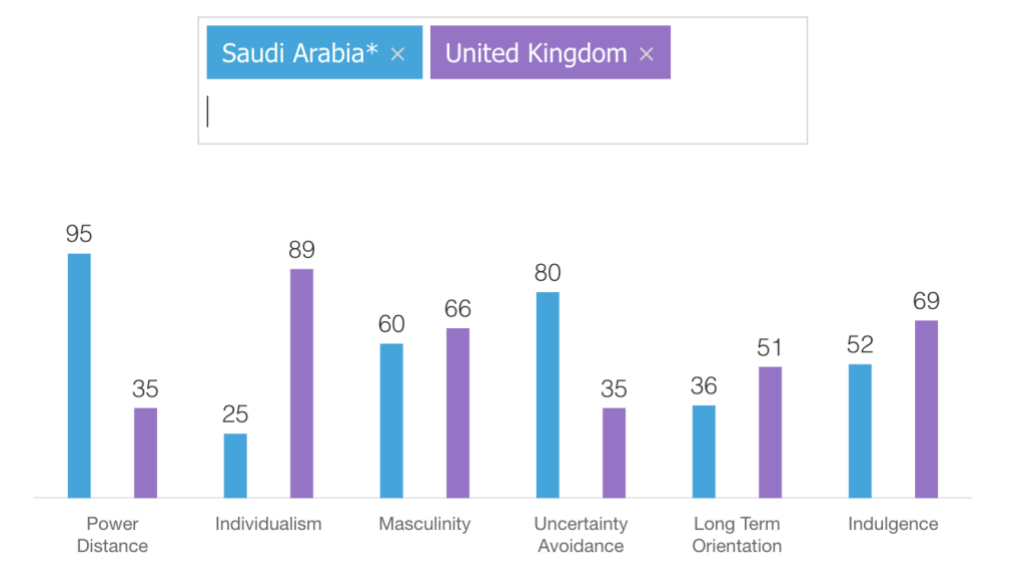


Figure 4 Comparing United Kingdom and Saudi Arabia Hofstede Model

As the graph suggest, the United Kingdom and Saudi Arabia share a lot of difference but also similarities.

One main similarity is the masculinity aspect, both societies drives from competition and success. They deem themselves worth by reaching numbers and winning. This is over Scandinavian countries such as Norway (scored an 8) with a femininity society; society favours caring and quality of life. (Laigo, 2020)

In the 5 other areas of cultural dimension the values are different.

Saudi Arabia can be stated as a 'High-Context culture' which means words are not the only form of communication. Their communication relies on the context and can be expressed in other ways such as hand gestures, or facial expression. United Kingdom on the other hand is a low context culture which means everything is expressed verbally and only verbally. It is important to note that a country will not explicit be subjected to high or low context but a mix however there is also a range in-between. In this case though both Saudi and UK are on two spectrums shown in figure 5.



Figure 5 Low Context vs High Context Culture Communication. (Lubin, 2015)

It is also important to point out that from the Country B section, that a lot of these dos and don'ts follow religious protocol as well.

Hotel Handbook

This section will identify the dos and don'ts when it comes to providing hospitality to customers from Saudi Arabia and how it differs.

Table 1 Do's Country A vs Country B

Do's		
Country	United Kingdom	Saudi Arabia
Behaviour	Reserved in speech and manners	
Meetings	A firm hand shake, close friends may go for a kiss but it is usually followed by a nod.	Shake with right hand. Most from Saudi Arabia can speak English however due to religion, they say 'Salam Alaykum' this can be followed by a kiss or a hug.
Communication	Simple and Clear verbal communication.	Examine facial expressions and use gestures to communicate.
Mannerism	Polite, punctual	
Opposite genders	Let anyone tend anyone.	Let same gender staff tend same gender customers.
Eating	Eating with utensils.	Eating with right hand.

Table 2 Don'ts Country A vs Country B

Don't		
Country	United Kingdom	Saudi Arabia
Behaviour	Speaking loudly in public.	Pointing at a person, instead gesture towards them with flat hand.

		(Commisceo Global Consulting Ltd, 2020)
Meetings	Do not be late to a meeting.	Shake with left hand. That is the hand SA believe is used for cleaning dirt. (Cultural Atlas , 2021)
Communication	Elaborate conversations that can be confusing to understand.	Rush them in their speaking (Commisceo Global Consulting Ltd, 2020)
Mannerism	Try to force eye contact.	Lose eye contact
Opposite genders		Stare, touch or get too close to opposite gender. (Alqahtani, et al., 2015)
Eating	Chew with your mouth open or talk with your mouth open.	Offer alcohol, eat with left hand.

Conclusion

In conclusion, although the countries cultures are different, it does not mean that there aren't ways to adjust mannerism to suit cultures. Although it might be strange not to speak to female customers as a male staff however it is more respectful to speak to their male spouse or family member until there is an indication otherwise.

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