



Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

Title: Intercultural Competence Report

Student Name: Md Imran Hossain

Student ID:2243506

Module Title: Foreign Languages & Cultural Awareness

BMIH5003

Lecturer's Name: Antoinette Milne

Executive Summary

This report examines the cultural distinctions between India, a major hiring country for the Multicultural Hotel & Spa in London, and England. Analysis of national practices and values pertinent to the hospitality sector is done using the GLOBE Project framework. Leading a multicultural workforce presents a number of potential difficulties, including differences in communication preferences, methods for making decisions, and standards for guest care. The guidelines highlight the importance of cultural sensitivity education, team-building exercises, flexible leadership, transparent communication, and embracing diversity in order to create a productive multicultural workplace. (Verma & Agarwal, 2016)

Table of content

Executive Summary	
Content Table	
Introduction	
Conclusion	
Recommendations.....	
Reference List	

Introduction

The London Multicultural Hotel & Spa takes great pride in its multicultural workforce and dedication to providing outstanding guest experiences to a broad clientele. Establishing a cohesive and effective work atmosphere is imperative for the incoming General Manager, particularly with the addition of new employees from India in July 2024. A multicultural team must be properly led and cultural differences must be understood in order to guarantee seamless operations, excellent employee morale, and ultimately, satisfied guests. This study examines the cultural differences between India and England with particular attention to those aspects that are pertinent to the hospitality sector. It highlights possible difficulties brought on by these variations and makes suggestions for closing the gap and establishing a productive cross-cultural workplace. (Barnett, 2011)

Key Differences Between England and India

Culture and Customs:

Communication styles:

England tends to communicate more implicitly and indirectly, depending on context and nonverbal clues. India's communication style is more hierarchical and high-contextualized than other countries. Although polite language is valued in all cultures, Indian speech is more straightforward and plain and places more focus on demonstrating reverence to authority authorities. If handled poorly, this could result in miscommunications. (Verma & Agarwal, 2016)

Power Distance:

England takes a more egalitarian stance towards hierarchy and has a smaller power distance. Workers feel at ease addressing queries or grievances with supervisors

directly. India has more respect for those in positions of authority and a higher power distance. Indian employees may be reluctant to bring up issues or make recommendations to managers face-to-face, which could impede candid dialogue and creative thinking among team members.(Chen, 2013)

Guest Service Expectations:

During their visit, English visitors might put efficiency and privacy first. Conversely, Indian visitors might appreciate a more individualized approach and developing a rapport with employees. This emphasizes how staff members must get cultural sensitivity training and be flexible in their service offering to accommodate a wide range of visitor preferences. (Parfitt, 2014)

GLOBE Project Analysis

The GLOBE Project provides a framework for analyzing national cultures across various dimensions. Focusing on dimensions relevant to the hospitality industry, we find:

Performance Orientation:

When it comes to guest service, both cultures rank well on performance orientation, emphasizing effectiveness, quality, and outcomes. This common value can serve as a solid basis for assembling a team that is committed to going above and beyond for visitors.(Parfitt, 2014)

Future Orientation:

When it comes to future orientation, India scores higher than England. This could have an impact on the team's long-term planning and goal-setting. English personnel may prefer a more flexible approach, but Indian staff members may be more open to long-

term planning activities and comprehensive goal setting. It's critical to strike a balance between these inclinations.(Samovar et al., 2017)

In-Group Collectivism:

Both cultures emphasize teamwork and loyalty and score highly on in-group collectivism. India, on the other hand, might emphasize family and social responsibilities more. This can be used to foster a strong sense of teamwork, but it's crucial to be aware of any issues that can arise from putting home obligations ahead of work deadlines.(Samovar et al., 2017)

Human Orientation:

India has a better human orientation score because it values empathy and cares more about other people's welfare. In the hospitality sector, where establishing rapport and going above and beyond for guests is crucial, this can be a very useful skill. Making the most of the innate empathy of Indian employees helps improve the entire guest experience.(Samovar et al., 2017)

Leading a multicultural team with English and Indian staff presents several challenges:

Communication Barriers:

Communication style discrepancies may give rise to miscommunications. Indian directness could be interpreted as rude or insulting, whereas English indirectness could be considered as imprecise or lacking confidence. To close this gap, it is essential to engage in active listening, communicate expectations clearly, and provide training on cultural differences in communication methods.(Singh et al., 2012)

Motivation and Leadership Styles:

The English desire for autonomy and engagement may conflict with the Indian preference for a more hierarchical organization. It's critical to strike a balance between chances for input and criticism and clearly defined expectations in order to inspire employees and create a sense of ownership among the team.(Singh et al., 2012)

Guest Service Expectations:

It is necessary to train staff on cultural nuances and flexibility in service delivery in order to meet the varied expectations of guests. Staff members will be able to customize their approach to each visitor by realizing the value of both efficiency and developing relationships, which will guarantee pleasure from all cultural backgrounds.(Schneider & Barsoux, 2003)

Decision-Making:

It takes open communication to reconcile the Indian hierarchical style with the English collaborative approach. This entails establishing a secure environment where team members can exchange ideas while yet honoring superiors' final choice. recurring conferences and feedback(Cox, 2004)

Cultural Sensitivity Training:

Fostering empathy and understanding can be achieved by offering training on cultural differences, communication styles, and leadership expectations to both English and Indian workers. Nonverbal signs, proper communication techniques with coworkers and superiors, and handling cultural sensitivity in guest service encounters should all be included in this training.(Earley & Mosakowski, 2004)

Team Building Activities:

Facilitating opportunities for informal interactions amongst team members through social events or team-building exercises can facilitate the removal of cultural barriers

and foster a collaborative environment. Team members might be encouraged to identify common interests and talents by creating enjoyable and captivating activities.(Verma & Agarwal, 2016)

Adaptable Leadership Style:

It is essential to have a flexible, adaptive leadership style that takes cultural preferences into account. This could entail accommodating diverse working styles and providing alternative feedback routes (such as email vs. in-person meetings). For instance, whilst some Indian employees might feel more at ease giving feedback in written reports, others could like casual one-on-one conversations.(Singh et al. 2012)

Open Communication:

Regular meetings, feedback sessions, and anonymous surveys can help to foster open communication, which addresses issues and makes sure employees feel heard. It is essential to actively seek feedback from Indian employees while honoring the hierarchical structure. This may entail setting up suggestion boxes, doing routine check-ins with managers, and promoting an environment that values candid communication.(Verma & Agarwal, 2016)

Celebrating Diversity:

A sense of inclusion and belonging is fostered within the team when cultural diversity is acknowledged and celebrated. A more positive mood can be created by highlighting the distinctive assets that each culture provides to the work setting. This can be accomplished by exhibiting traditional cuisine and music, honoring cultural holidays and festivals, and encouraging team members to share their personal cultural experiences.(Singh et al., 2012)

Conclusion:

At the Multicultural Hotel & Spa, managing a multicultural staff offers both opportunities and problems. The team may use its collective experience to build a supportive and

effective work environment by appreciating diversity, embracing open communication, recognising cultural differences, and using a flexible leadership style. In the end, this will improve visitor experiences by guaranteeing the hotel serves a worldwide customer with tact and cultural awareness.(Samovar et al., 2017)

Recommendations

further investigation of Indian cultural quirks and ideal methods for multicultural leadership in the hotel sector.(Vickery & Jorgensen, 2003)

creation of a specialized training curriculum with scenarios and role-playing activities that are pertinent to the hospitality industry and are suited to the requirements of the Multicultural Hotel & Spa personnel.(Vickery & Jorgensen, 2003)

putting in place a mechanism for continuous employee feedback and assessment of intercultural leadership techniques, such as focus groups and surveys, in order to guarantee adaptation and improvement.(Vickery & Jorgensen, 2003)

Reference List

1. Adler, N. J. (2008). International dimensions of organizational behavior. South-Western College Pub.
2. Barnett, J. (2011). Intercultural communication skills for international business. Routledge.
3. Chen, G. M. (2013). Cultural intelligence and leadership effectiveness in cross-cultural contexts. *International Journal of Intercultural Relations*, 37(2), 181-193.
4. Cox, J. (2004). Managing cultural diversity: Implications for organizational learning and performance. Edward Elgar Publishing.
5. Ely, R. J., & Thomas, D. A. (2001). Cultural diversity at work: The employee experience. *Journal of Management*, 27(4), 341-362.
6. House, R. J., Hanges, J. B., Javidan, M., Dorfman, P. W., & GLOBE Steering Committee. (2004). *Culture, Leadership, and Organizations: The GLOBE Project*. Sage Publications.
7. Furnham, A., & Gunter, B. (1993). Consumer satisfaction across cultures: The role of regulation and disposition. *Journal of Economic Psychology*, 14(2), 249-267.
8. Hofstede, G. (1980). *Culture's consequences: International differences in work-related values*. Sage Publications.
9. McGregor, D. (1960). *The human side of enterprise*. McGraw-Hill.
10. Morris, M. W., Leung, K., Ames, D. M., & Chiu, C. M. (1998). *Hong Kong connection: Transnationalism, identity & the internet*. Routledge.
11. Parfitt, J. (2014). *Hospitality management: Operations, marketing, information technology*. Routledge.
12. Samovar, L. A., Porter, R. E., McDaniel, E. R., & Roy, K. (2017). *Communication between cultures*. Wadsworth Publishing Company.
13. Schneider, S. C., & Barsoux, C. (2003). *Managing across cultures*.

International Thomson Publishing.

14. Singh, A., Sharma, M. D., & Singh, T. (2012). Tourists' expectations of service quality in hotels: A cross-cultural study. *International Journal of Hospitality Management*, 31(2), 400-408.
15. Trompenaars, F., & Hampden-Turner, C. (1997). *Riding the waves of culture: Understanding cultural differences in business*. Nicholas Brealey Publishing.
16. Vickery, D. A., & Jorgensen, M. J. (2003). Cross-cultural competence and the hospitality industry. *Educational Horizons*, 81(3), 161-167.
17. Verma, A., & Agarwal, A. (2016). Managing a diverse workforce: The role of cultural intelligence. *Journal of Global Business Management*, 12(2),