

BA International Hotel Management
Foreign Languages & Cultural Awareness
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Introduction

In this report, cultural differences, customs and traditions, and communication styles of both countries will be evaluated. After that, the two countries will be evaluated using the GLOBE Project's culture and leadership study. The challenges of intercultural leadership in the hospitality Industry will be discussed.

The Key Differences between England and the Chosen Country (India)

According to Jean (2018), England and India are two very distinct countries in terms of culture, etiquette and social norms as well as other factors. It is important to appreciate and grasp these differences in order to provide proper leadership to a multicultural team.

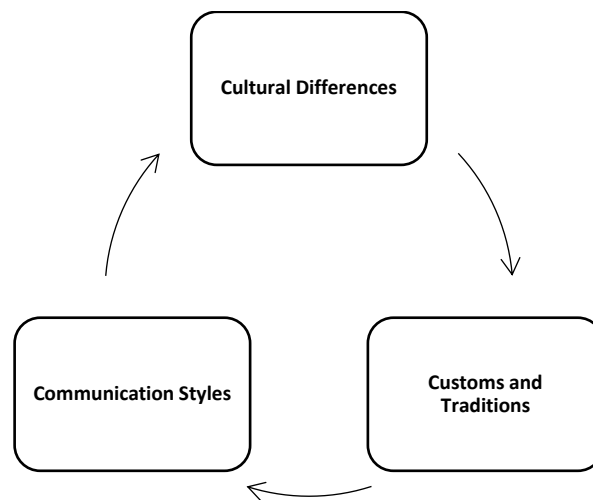


Figure: Key Differences between England and India;

Source: Author

Cultural Differences

England as a part of an Anglo cluster is inclined to individualism, low-context communication and punctuality. Aggarwal and Goodell (2010) have stated that the main features of the English culture are time sensibility, personal space and formalization. On the other hand, India which falls under the Southern Asia cluster is most likely to adopt a collectivist culture, high power distance, and high-context communication (Moll, 2012).

Customs and Traditions

In England, shaking hands is recognized as a formal greeting in the workplace and many people have separate personal and working-life interactions (Jean, 2018). On the other hand, some norms of socially acceptable etiquette in India are the general bow, called 'namaste', or no-knuckles greeting and the rather blurred line between working and non-working relations (Moll, 2012). Indian festivities such as Diwali and Holi are much more relevant to day-to-day life than Christmas and Easter in England respectively.

Communication Styles

Bowe et al., (2014) have stated that the Indian culture of communication is therefore more implicit and always referential to the context being observed. People are very polite and subordinate to their superiors hence communication may at times be more formal and less assertive. English communication, on the other hand, is typically more straightforward and Linear, with an emphasis on clear and getting the message across (Aggarwal and Goodell, 2010).

Analysing and Comparing the Two Countries using the GLOBE Project's Culture and Leadership Study

The GLOBE (Global Leadership and Organizational Behaviour Effectiveness) is a theoretical model and a research program that can be applied to studying cultural distinctions in leader and organizational behaviours, and their results (House et al., 2014). This research discovers several cultural dimensions which are useful for the comparison of the Indian and England cultures.

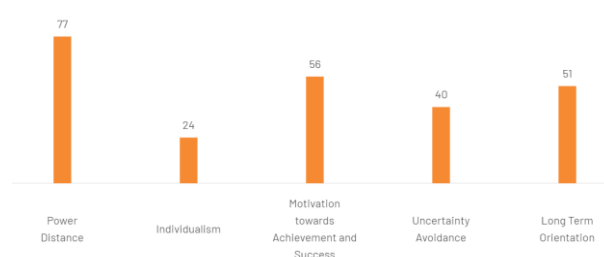


Figure: Cultural Dimensions of India;
Source: Country Comparison Tool, (2023)

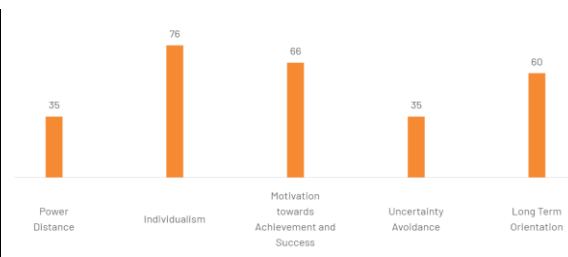


Figure: Cultural Dimensions of England;
Source: Country Comparison Tool, (2023)

Power Distance

On the power distance index, India again has a high score (77) emphasizing compliance with a high degree of power distance which means that organizations accept strong differences in power between people (Bowe et al., 2014). Hierarchy and adherence to decisions made at the top rank are also very much evident. On the other hand, the power distance index is relatively low (35) in England and this means that there is a preference for workers, particularly within organization structures, where there is a reduced hierarchical system and the relationship that exists between the managers and the subordinates is not so authoritative (House et al., 2014).

Collectivism vs. Individualism

According to the cultural dimensions, India has a low (24) Institutional Collectivism (HI) score, which means the country values institutional collectivism and will work for the group's well, while England has a high (76) Institutional Collectivism (HI) score, meaning that the English culture values individualism and personal achievements (Jean, 2018). This divergence can affect the change in the distribution of incentives and penalties, team climate and performance feedback.

Uncertainty Avoidance

England has moderate scores (35) of uncertainty avoidance which demonstrates the ability to work in a structured environment while not being completely rigid (House et al., 2014). India being at a higher acknowledgement score (40), loves certainty and clarity of the rules of the business scenario it is in. Consequently, this can have implications relating to risk and innovation management within the hotel.

Assertiveness

In terms of communication, power distance, and uncertainty avoidance, England has higher index scores (66), which means that English people are more assertive, more direct, and more competitive than people of other nations (Bowe et al., 2014). India in this context is less assertive as it scores (56) indicates its orientation favours consensus and

order. It is important that leaders find a balance between being straight-talking and maintaining good relationships (Aggarwal and Goodell, 2010).

Future Orientation

India and England stand out as highly future-oriented, which means that people in these countries derive great value from long-term planning and investment (Venaik, Zhu and Brewer, 2013). However, the process of attaining these objectives might vary; for instance, the Indian model might rely on developing trust and working for the long-term goal, while the English model could be programmatic and specific.

The Challenges of Intercultural Leadership in the Hospitality Industry

Multi-cultural leadership is a challenge especially when dealing with human resources that are comprised mainly of culturally different (Gray & Liguori, 2003).

Communication Barriers

According to Bowe et al., (2014), the primary concern is communicating with clients and partners and negotiating despite the possible language barriers. While Indian employees follow the indirectness and may not confront a co-employee directly, English employees tend to be direct and may not hesitate to express their concerns openly. Venaik, Zhu and Brewer (2013) have argued that this can create vast differences between how each gender perceives and interprets what is being communicated if not well handled.

Conflict Resolution

English employees might work using a head on approach to the conflicts and problems that may arise, Indian employees on the other hand may exhibit a shy approach by avoiding confrontation (Jean, 2018). Leaders should embrace a dual approach while recognizing the two styles and should consider get-to-the-point as mediated communication.

Leadership Styles

Indeed, it is imperative to adopt effective strategies that would enable the leader to navigate through the complexity of a multicultural workforce in organizations (Gray &

Liguori, 2003). As per high power distance culture, Indian employees might expect that leaders would provide a clearer structure with more direct instructions or ways to do things. English employees, however, may openly desire participative leadership as they work with their subordinates in such organizations autonomously, and the participation of employees plays a critical role in decision-making (Bowe et al., 2014).

Conclusion

In this report, the key differences between England and India have been discussed. The two countries have been evaluated using the GLOBE Project's culture and leadership study. At last, the challenges of intercultural leadership in the hospitality industry have also been discussed.

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