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**Measuring Cultural Diversity Impact in Hospitality
Industry Leadership: Managerial Communication
Perspective from Five Star Hotels in Kathmandu
Valley, Nepal**

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Abstract

This study aims to measure the cultural diversity impacts in hospitality industry leadership from the perspective of managerial communication. Data were obtained from all the 10 five star hotels in Kathmandu valley. 167 respondents were sampled from the managers of five star hotels in Kathmandu valley, Nepal using structured questionnaire. Data analysis is made using descriptive analysis and Leadership Practices Index measured through dimension suggested by GLOBE Model. The study found out that maximum majority (48.48%) employees were the residents of Bagmati Province itself. For effective functioning of any organization workplace communication plays crucial role. Though numerous challenges are faced by employees working

in hospitality industries in terms of communication 96% of respondents believed that managerial communication problem could be overcome if better tactics were used. Upon responding the importance of communication in workplace 54.76% employees stated that effective communication would help managers to set goals and targets for attaining objective of the hotel or their department followed by its importance at the time of serving guests and working in team while coordinating. Likewise, 41.07% feels that effective communication makes employees feel secure and helps to achieve targets. Also, 40.48% feel easy to work in team with the help of effective communication. 19.05% thinks through effective communication exchanging necessary ideas become easier. Communication leadership scale suggested by GLOBE model shows the maximum number of leaders are performance oriented i.e., 83.03% whereas assertiveness, Power Distance and in-group collectivism are the least but still above the 50%, which shows the leader still maintain power distance, least in-group collectivism. Hence, based on the findings of the study, the study concluded that managerial communication skills impact in hospitality business for its growth and maximization. This original study is crucial for hotels, government agencies and prospective employees of hospitality sector of Nepal and worldwide at large.

Background

Entrepreneurial orientation has three dimensions characterized as innovation, proactiveness and risk-taking (Covin, Jeffrey and Slevin, Dennis, 1989). Internationalization has become a necessity for long-term survival in today's globalized economy (Calabrò, et al., 2018), government and societal influences are stronger in these emerging economies than in developed economies (Lammers and Garcia, 2017, Hoskisson et al., 2000 and Lammers and Garcia, 2017). The internationalization of firms requires professionals from different nations and cultures, with varying sets of values, business rules, communication styles, and not least different languages, to find ways to work together effectively (Holtbrügge, et al., 2013). The past half-century has seen a remarkable worldwide movement toward gender equality on many key economic and social indicators but trends have not been uniform (Charles, 2011). Increased rates of global migration, employees now commonly have multicultural backgrounds, and this is changing the workplace demographic (Szymanski, et al., 2019). Labor migrants were often disadvantaged in two of the three social categories—race, class and gender (Raghuram, 2004). There has not been a great deal of research in recent years on the effect of the business cycle on interregional migration (Milne, 1993).

Cultural differences both within and across countries can result in conflictive communication; therefore, communication strategies such as conflict resolution may provide an important means of bridging diverse cultural perspectives (Hofstede, 1983, Ting-toomey et al., 2000 and Holt, et al., 2005) equality does not always

appear in the expected places. Some of the most sex-segregated labor markets and educational systems are found in precisely those countries reputed to be the most gender-progressive in their cultural values and social policy provisions (Charles, 2011). Even in the present rush toward global expansion, the literature has given only limited attention to the role of culture in service marketing (Winsted, 1997 and Mattila, 1999). By examining a number of hospitality and hotel association websites from around the world, eight main areas of concern for the hospitality industry were highlighted and examined in more detail. These areas included employment issues, taxation levels and environmental issues (Duncan, 2005). The total contribution of Travel & Tourism to GDP was USD8,811.0bn in 2018 (10.4% of GDP) and is expected to grow by 3.6% to USD9,126.7bn (10.4% of GDP) in 2019 (Wattanacharoensil et al., 2019).

Multicultural issues in the workplace are more pervasive, complex, and subtle, however, than simply questions about what language or languages will be spoken. Even when people of different racial and cultural backgrounds speak the same language, they have difficulty in communicating with one another. People from different cultural backgrounds bring different meanings, values, assumptions, and discourse styles into the workplace conversation; such differences often lead to misunderstandings and breakdowns in communication, and can threaten a common orientation to organizational goals (Fine, 2018). Hotel guests interact not only with the hotel's physical environment and its employees but also with the hotel's other customers (Mattila, 1999). The total contribution of Travel & Tourism to employment was 318,811,000 jobs in 2018 (10.0% of total employment). This was forecasted to rise by 2.9% in 2019 to 328,208,000 jobs (10.1% of total employment) (Wattanacharoensil et al., 2019). People in different cultures experience workplace bullying differently with different notions of bullying than researchers do (Lutgen-Sandvik et al., 2007). Creating a multicultural organization, however, is not simple. Existing theories of organizing do not account for cultural differences; they assume either that those who are different will assimilate into the existing organizational culture or that their common interests will allow them to form political alliances with others. Fine (2018) diversity among workforce results in positive affects like creativity, problem solving, innovation but on other hand diversity may results in some negative aspects like increasing conflicts, decreasing group performance and decreasing group cohesiveness. (Marie, et al., 2010 and Saxena, 2014).

Only a few studies have directly addressed the perceptual congruence between superiors and subordinates concerning communications issues related to hospitality (Schnake et al., 1990). People may speak different languages at work place because of different geographical region to which they belong. Due to which the people may find some problems. Employees coming from various geographical regions

with their different mindset create contradiction among employees (Saxena, 2014). National cultural differences undermine the absorptive capacity to a greater extent than organizational cultural differences, for example due to language differences and related communication problems (Ambos and Ambos, 2009). Vaara, et al. (2012) Cultural difference has been found to have a negative impact on efficient technology transfer. Nasir and Morgan (2017) communication problems were not only caused by cultural differences, but also by the convenience of excluding the local personnel from some decisions (Jonasson and Luring, 2012).

Within the workplace, how one chooses to resolve a conflict may be affected in large part by the status of the other party—whether superior, subordinate or peer to oneself. Despite the fact that intuitively, individuals from various cultural backgrounds, of different genders, and within the workplace would appear to solve conflicts in very different ways, there are no conclusive findings (Holt and DeVore, 2005). From observations it seemed that the expatriates ignored the potentials for being flexible in communicating with their local peers in the management team. Instead, they chose to blame the cultural differences for any communication problems (Jonasson and Luring, 2012). The intercultural perspective, issues related to cultural diversity in organizations have to do with the problems people in organizations have in communicating with one another, with the different meanings they bring to organizational discourse. The locus of change is placed in people and their relationships with one another. That perspective glosses over organizational policies and practices that exclude people who are different, and the power differentials within the organization and the larger culture that perpetuate those policies and practices (Fine, 1996).

Differences in communicative behaviors resulting from differences in expectations will certainly affect the work behavior of expatriates, and the latter will have to address this problem and adapt for successful work outcomes (Abugre, 2018). Nepal is one of the multicultural country Kathmandu is regarded as a capital city of Nepal in which there are large number of religions are residing out there. According to census 2011, the result shows that maximum number of Hindus are staying following by Buddhist, Christian, Muslim, Kirati and Jain religion while other religions are none (CBS, 2018). Tourism and hospitality sector are one of the major backbones of Nepalese economy. Nepal government has consistently made efforts to upscale Nepal's tourism capabilities and its contribution towards Nepalese economy (Devkota et al., 2020a, 2020b, 2021). However, the study in cultural diversity in hospitality sector of Nepal is still lacking. Thus a proper assessment is required to measure cultural diversity in managerial communication in hospitality industry in Kathmandu valley. It aims to measure cultural diversity in managerial communication in hospitality industry in Kathmandu valley.

Thus this study is earliest attempts in this sector in Nepalese context. More specifically, in this research, researchers aim to explore several questions: (i) what is current situation in hospitality in Kathmandu Valley? (ii) What are the challenges faced by managers in managerial communication in hospitality industry? and (iii) what will be the managerial solution for harmonizing cultural diversity in managerial communication? A proper assessment is required to explore these questions in the context of measuring cultural diversity in managerial communication in Hospitality Industry in Kathmandu valley. Thus, the aim of this research is to address the above-mentioned questions.

The study is further divided into four sections, second section showcase the methodology used in this study, third section deals with result generated and fourth section concludes the study.

Research methods

GLOBE model

GLOBE Model is a multi-method, multiphase research program designed to conceptualize, operationalize, test, and validate a cross-level integrated theory of the relationship among culture and societal, organizational, and leadership effectiveness (House, 2007). This model was developed by drawing on implicit leadership theory, value and belief theory of culture, implicit motivation theory, and structural contingency theory of organizational form and effectiveness. The central premise of this integrated model is that the attributes and entities that differentiate cultures from one another are predictive of organizational practices and leader attributes most frequently enacted and seen as effective in those cultures.

The model driving the GLOBE project included variables believed to operate at different levels of analysis. To be more specific, this model indicated that both organizational and societal cultures would uniquely influence the attributes contained in middle managers' CLT profiles (Dickson, BeShears, & Gupta, 1984) Conceptual models that include variables operating at different levels of analysis have been referred to as multilevel (Kozlowski & Klein, 2000), cross-level (Rousseau, 1985), meso (House, Rousseau, & Thomas, 1995), or mixed-determinant (Klein, Dansereau, & Hall, 1994) models or theories in the scientific literature. Consistent with the multilevel model driving the GLOBE project, Globe model has developed scales that measured these constructs at the appropriate level of analysis (Hanges & Dickson, Chapter 8). The dimensions for the scale are adapted in covering nine categories (Figure 1).

More specifically, the Global CLT scales were computed by first standardizing each of the 21 first-order leadership scales, creating composite scores by adding the appropriate standardized scales together, and then converting the obtained composite

score to unstandardized values by using the classic test theory formulas for means and standard deviations of composite scores (Nunnally and Bernstein, 1994). For this study, the responses in the GLOBE database came from middle managers employed hospitality industries from five stars hotel.

Table 1: Dimensions of culture measurement in GLOBE model

Dimensions	Definitions
Power Distance	The degree to which members of an organization or society expect and agree that power should be shared unequally.
Uncertainty Avoidance	The extent to which members of collectives seek orderliness, consistency, structure, formalized procedures, and laws to cover situations in their daily lives.
Institutional Collectivism	Level at which a society values and rewards “collective action and resource distribution.
In-Group Collectivism	Level at which a society values cohesiveness, loyalty, and pride, in their families and organizations.
Humane Orientation	Ideas and values and prescriptions for behavior associated with the dimension of culture at which a society values and rewards altruism, caring, fairness, friendliness, generosity, and kindness.
Performance Orientation	Level at which a society values and rewards individual performance and excellence.
Assertiveness	A set of social skills or a style of responding amenable to training or as a facet of personality.
Gender Egalitarianism	Level at which a society values gender equality and lessens role differences based gender.
Future Orientation	The extent to which members of a society or an organization believe that their current actions will influence their future, focus on investment in their future, believe that they will have a future that matters, believe in planning for developing their future, and look far into the future for assessing the effects of their current actions.

Source: Shi and Wang (2011)

For this research, data analysis is made using descriptive analysis and leadership practices index. Leadership Practices Index measured through including necessary dimension suggested by GLOBE Model i.e. institutional collectivism, uncertainty avoidance, future orientation, in-group collectivism, performance orientation, assertiveness, gender egalitarianism, human orientation and power distance. Ranking

are given as per GLOBE Model suggestion scale. To measure communication index with the people working in cultural diversity, GLOBE Model has used managerial communication with cultural diversity index. Here two set of questions social cultural practices (as is) with 24 questions and socio-cultural practice (should be) with 46 questions is major to deal with managerial communication with culturally diverse workplace. As suggested by GLOBE Model, mean value of each question under nine headings was calculated in order to see the difference between as is and should be index.

Study area and study population

Kathmandu valley of Nepal is selected. Nepal has 77 districts, and from the 77 district, three districts encompass in Kathmandu valley (Kathmandu, Bhaktapur and Lalitpur) located in Bagmati province were taken for the test place of this studies. Kathmandu Valley lies at 1,300 hundred meters above sea level and is positioned amongst latitudes 27°32'13" and 27° forty-nine'10" north and longitudes 85°11'31" and 80 five°31'38" east. Its three districts, Kathmandu, Lalitpur, and Bhaktapur, cowl a place of 899 square kilometers, while the vicinity of the valley as an entire is 665 rectangular kilometers. The valley encloses the whole region of Bhaktapur district, 85% of Kathmandu district and 50% of Lalitpur district (Mohanty, 2011). As the study was conducted in Kathmandu valley of Nepal. The target populations were people who are working in 5 start hotels in Kathmandu Valley. According the Kathmandu post 2019/02/22 Number of five-star hotels in Nepal reaches 12, out of them 10 lies inside the Kathmandu valley. They are Soaltee Crowne Plaza, Hyatt Regency, Hotel Annapurna, Hotel Radisson, Hotel Yak and Yeti, Hotel Shangri-La, Hotel Everest and Hotel Malla inside Kathmandu valley. Also, Pokhara Grande Hotel, Fulbari Resort are in Pokhara; Soaltee Westend Premier Nepalgunj, and Tiger Palace Resort, Bhairahawa are the five star hotels in Nepal. For the research purpose we take census data located within the Kathmandu valley. From the entire 5 stars hotels in Kathmandu valley, total 167 managers are interviewed.

Research instruments and data collection

Research instruments used in this research are observation, expert opinion, survey questionnaire and reports. To be clearer about the managerial communication and culture diversity couple of times Tourism Ministry, Nepal Tourism Board and Five-star hotels are visited and conducted KII with the experts. Mrs Mira Acharya and Mr Kanchha Ram Dulal Directors from Ministry of Tourism were primarily discussed for the overall study concept and road ahead. Similarly, researcher visited different communication experts and they suggested Globe model for the study. It is based on questionnaire survey. Questionnaire is prepared as per the objective of the study. After the questionnaire was finalized, they were deployed into Kobo toolbox

which is an easy way if filling the questionnaire through mobile. Once questionnaire preparation has completed, a pre-test of the questionnaire was done. Pre-test was done with 20 respondents, among the targeted group from five star hotels, to verify whether the given questions provide sufficient information or not. After pre-test certain modification and additional questions were added to obtain more useful information from the respondent especially from the user. Survey was done through questionnaire. Questionnaire was asked with the middle level and higher lever manager in Kathmandu valley of 5 start hotels. It took three months to collect the data. Due to COVID-19 it was difficult to reach to every manager and get easy access to one-to-one interview and questioners. Some of the 5-star hotels have difficulties to access due to direct hit by outbreak of COVID -19 and tedious process to enter into premises. So, the data were collected from email, telephone interview and face to face interaction with respondent as per their convenient. Some of the respondent also provides response through online with the use of kobo tool box.

Results and discussion

Socio-demographic characteristics

There were altogether 93% male and 7% female respondents for this study. The ratio of male is higher than female because of recent COVID-19 hit. These response shows maximum numbers of workers in five star hotels are male. Majority of respondents are from age group 30-40 years i.e., 45.46% and only 3.64% workers are from age group 50 and above. This shows the employees of 5-star hotels in Kathmandu valley are of young age. As the study was centered in Kathmandu valley majority (48.48%) employees were of Bagmati Pradesh itself. Also, due to recent covid-19 hits employees from outside of Kathmandu valley are either in force leave or in half paid leave. Hence maximum numbers of people working in 5 star hotels are resident of Bagmati province. However, people from each of the 7 provinces were employed here in hotels of Kathmandu. Minimum employment rate in hotel industry was from province 2 i.e. 4.24%. 31.52% of the workers in hotel are from Chhetri family followed by Brahman (30.91%). This shows people of Brahman and Chhetri community are more involved in hospitality sector of Kathmandu valley than people of other communities. Similarly, most (83.03%) of the employees were found to be married and majority (58.19%) of them belonged to nuclear family. In regards to the training related to their field 78.18% have had vocational trainings whereas, still 21.82% employees had not taken any sort of vocational trainings. Majority (61%) of employees had their salary ranging from NRs. 40,000-70,000 whereas, only 3% had salary less that NRs. 40,000 and 4% had salary above NRs. 1 lakhs. It was found that employees used Nepali language while communicating with each other (56%) however, 44% stated that they use English language while communicating. With respect to respondent belongingness to different cultural group in work place, most of the people belongs to

Hindu culture whopping 98.80% followed by Buddhist 32.93% and Christian 12.57% in work place and 12.57% represents Muslim community.

Table 1: Socio-demographic characteristics

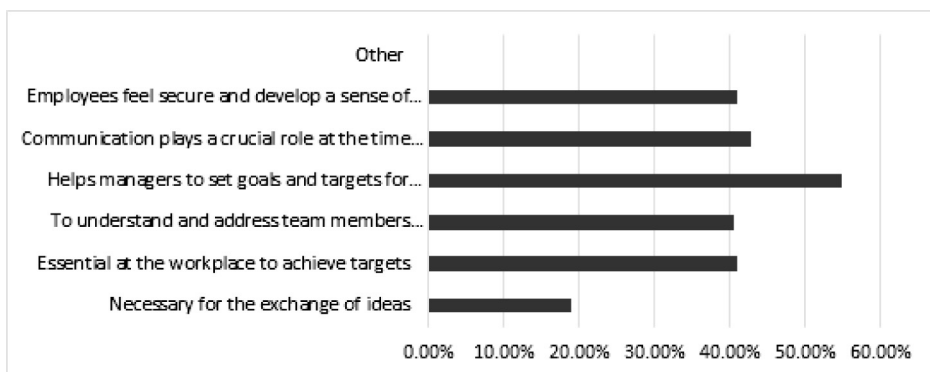
	Number (n)	%
Gender		
Male	375	93
Female	28	7
Age (years)		
20-30	51	12.73
30-40	183	45.46
40-50	154	38.18
50 and Above	15	3.64
Province		
Province 1	46	11.52
Province 2	17	4.24
Bagmati	195	48.48
Gandaki	42	10.30
Lumbini	22	5.45
Karnali	20	4.85
Sudurpaschim	61	15.15
Ethnic Background		
Brahmin	125	30.91
Chhetri	127	31.52
Madhesi	24	6.06
Dalit	10	2.42
Newar	33	8.18
Janajati	37	9.09
Others	7	1.81
Marital Status		
Married	335	83.03
Unmarried	68	16.97
Family Type		
Joint	168	41.81
Nuclear	235	58.19
Vocational Training(s)		
Yes	315	78.18
No	88	21.82

Income (per month)		
Less than 40,000	12.09	3
40,000-70,000	246	61
70,000-1,00,000	129	32
Above 1,00,000	16	4
Language used at work		
English	177	44
Nepali	226	56
Ethnicity		
Hinduism	249	61.7
Buddhism	65	16.2
Christianity	133	32.93
Muslim	51	12.57

Importance of communication in workplace

For effective functioning of any organization workplace communication plays crucial role. Upon responding the importance of communication in workplace 54.76% employees stated that effective communication would help managers to set goals and targets for attaining objective of the hotel or their department followed by its importance at the time of serving guests and working in team while coordinating. Likewise, 41.07% feels that effective communication makes employees feel secure and helps to achieve targets. Also, 40.48% feel easy to work in team with the help of effective communication. 19.05% thinks through effective communication exchanging necessary ideas become easier.

Figure 1: Importance of communication in workplace

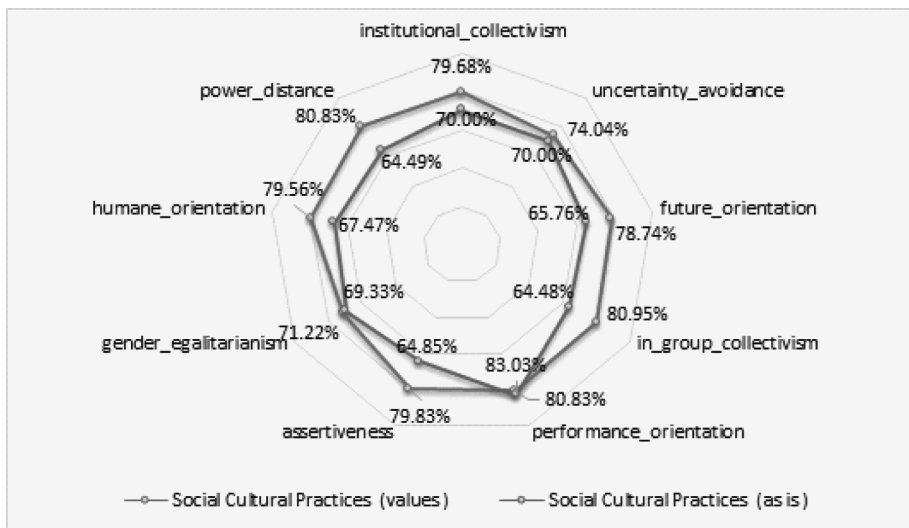


Managerial communication leadership (with cultural diversity) index

From the respondent the communication leadership scale suggested by GLOBE

model shows the maximum number of leaders are performance oriented i.e., 83.03% whereas assertiveness, Power Distance and in-group collectivism are the least but still above the 50%, which shows the leader still maintain power distance, least in-group collectivism. As figure 2 shows managerial practices into hospitality industry as per respondent Institutional Collectivism is 70.00%, Uncertainty Avoidance is 70.00%, Future Orientation is 65.76%, In-group Collectivism is 64.48%, Performance Orientation is 83.03%, Assertiveness is 64.85%, Gender Egalitarianism is 69.33%, Humane Orientation is 67.47%, Power Distance is 64.49% whereas value of leadership in institutional collectivism is 79.68%, uncertainty avoidance is 74.04%, future orientation is 78.74%, in-group collectivism is 80.95%, performance orientation is 80.83%, assertiveness is 79.83%, gender egalitarianism is 71.22%, humane orientation is 79.56% and power distance is 80.83%

Figure 2: Managerial communication leadership (with cultural diversity) index



Conclusion

Conclusively, the study measures managerial communication leadership in hospitality industry of Nepal. Majority of the employees working at 5-stars hotel think encouraging feedback and giving chance to correct their messages would help to minimize challenges arising in communication process. Multi-cultural communication seems to be barrier for effective communication in hospitality industry. Also, employees feel that to solve or mitigate the problems arising from such situations Board of Directors of respective hotels should be responsible. Thus,

this study indicates that there is greater chance that challenges of communication in hospitality sector can be minimized to least point if the strategies being suggested are considered carefully. The study also shows that if concerned authorities pay careful attention and try to reach to root of the problem that the problems can be minimized to greater extent for this every employees going through these challenges should be listened and address the problem carefully because if the communication process went wrong while trying to solve the problem that might generate negative impact among the employees and complicate the challenges.

As this study is new of a kind in Nepalese context this study has tried to incorporate necessary variables required for the study however, some considerable variable might have missed therefore, further study can incorporate other considerable variables as well. Likewise, this study only covers only 5-stars hotels of Kathmandu valley due to time constraint, future studies can include hospitality industry from various parts of Nepal for effective output and greater coverage. Also, this study is based on descriptive nature future researcher could use various tools and techniques and make inferential study as well which will make the study stronger.

In short, managerial communication challenge is found to be dominant in the hospitality industry. So, in order to mitigate such challenges budding due to cultural diversity, government agencies and Hotel Association Nepal should take the initiatives. As the dividends, learning different languages, acquiring knowledge of multiple cultures, visiting diverse places and keeping ethno relative viewpoints can minimize misunderstanding in managerial communication to a great extent.

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