

How cultural differences impact customer satisfaction and service quality evaluation in Hilton Helsinki Airport hotel

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<p>There are a lot of ethnic groups worldwide. With the differences in ethnic groups comes a difference in the cultures and great changes in their tastes and preferences. This comes about due to the different beliefs and backgrounds of these people. These differences do not only have an effect that is evident from their behaviour but also on what they prefer. For instance, in the hospitality business, what is the most supreme objective is the ability to satisfy the customers. All the activities carried out are usually customer driven. Evidently, the cultural differences make customer satisfaction very difficult to attain. This report mainly concentrates on getting to establish the difference in these cultures, the way the satisfaction requirements differ because of the same and to establish the level of quality that is referred to as satisfactory. A definition of this quality is that determines the services offered and the quality of the same that is delivered.</p> <p>Different cultures will be sampled to help establish the results of the cultural differences that are evident in the hospitality industry and what effect these differences have on the definition of the kind and range of services that customers expect in hotels. This is in light of the fact that, currently, there is a huge surge in the field of globalization and internationalization. Therefore, there is an expectation of receiving foreign customers even in the different local hotels.</p> <p>With the guiding of existing researches done by worldwide scholars, the author used conceptual frameworks to understand the study and to analysis the primary data. The author works in Hilton Helsinki Airport hotel. 80 questionnaires were applied from December 16th to December 19th, 75 respondents returned the questionnaires while 5 did not return it. The analysis was done by IBM SPSS software.</p>	
Keywords Culture, culture dimensions, service quality, globalization, customer satisfaction.	

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1 Introduction

With a great increase in globalization, the trend of cultural diversity, or rather the cultural differences have become so evident in the society today. The diversity is usually because of existing differences in the language, religion, sexual orientation and nationality. These differences in cultures has a lot of advantages because the diversity makes the different field of operations and social life more interesting and new opportunities to explore are present. The monotonous sense of life is totally discouraged in this community with cultural differences.

However, with the same, also comes a lot of responsibility and disadvantages, such as language barrier, a difference in objectivity and ways of operations which mostly affects employees in organizations and a great difference in tastes and preferences which could be said to be the greatest effect in the context of the topic of research which is hotel management.

In hotel management, the greatest concern is to ensure that customer satisfaction has been attained to the highest possible extent. The success of a hotel greatly depends on its ability to attract new customers and maintain the ones that they already have. In the field of hotels and hospitality, there is a very rapid rate of growth and competition. These are accompanied by the great factor of internationalization and the fact that the customers have taken up tourism as an interest, thus enabling the hotels to have customer from even different nationalities. Customer satisfaction which mostly entails provision of quality services is what mostly is affected by this fact. All the different tastes and preferences must be taken care of in the implementation of strategies, which of course must be set up to ensure that interests of all people have been taken care of. For example, in an African hotel, there could be English people and the Africans presents. The English people are more likely to be after more fancy services that the Africans who are more likely to be after authenticity in the products and services provided. These are affected by the different backgrounds of the two groups. Evidently, there should be a good strategy in the implementation of this range to ensure that the different needs are catered for.

The quality evaluation in the hotels are a result of the competition and the requirements the society expects to be fulfilled necessitates that here be thorough quality evaluation processes. The quality evaluation process could be either external, internal or both internal and external. This evaluation is basically a comparison of the present operations with the set existing standards. These standards are set sometimes by the management of the hotel to improve the objectivity of the hotel and its management. These standards could

also have been set by the general hospitality bodies, which could either be local or international bodies. Achievement of these standards is quite crucial because the hotels fall under a sensitive area where there is much interaction with the customers. These standards set, which are the ones that determine the basis for quality evaluation are usually greatly dependent on the perspective of quality to different customers. Therefore, there is a great influence on the setting of these standards by the existing cultural differences.

In a bid to incorporate all the necessary requirements, these standards tend to be broad and involve a lot of policy which in most cases cause the hotel management to be more concentrated on the implementation of the same to ensure that these standards are followed and in a bid to remain relevant and competitive in the market. First, it is important to consider the general advantages and disadvantages of the cultural differences in the world today.

2 Culture

Although people around the world are facing similar situation or happenings, their reaction, behaviours are various. For instance, in France, meetings are always start on time, however it usually cannot start as scheduled in Peru; In Japan, being polite is highly important, thus people says “yes” when they actually wanted to say “no”, however in America, people mostly speak honestly and straight forward; If you have agreed of a time to meet someone ex. 10 am, Finnish people comes at exact 10 am while Chinese people comes usually about half an hour early as a way to show respect, and people lives in Bangkok arrives at very uncertain time due to the unexpected traffic and casualness life style. What makes these differences? There is an explanation comes from culture. This chapter is to study the definition of culture, culture theory, service quality, service quality perception and cultural influence on service quality perception.

2.1 Definition of culture

In 1871, Sir Edward B. Tylor introduced his definition on culture which is also one of the first anthropological definition of culture. His definition is “Culture... is that complex whole which includes knowledge, beliefs, arts, morals, law, customs, and any other capabilities and habits acquired by a human as a member of society”. (Tylor 1871)

John Storey defined culture in three categories in his book “Cultural theory and popular culture”. As his idea, the first category is ‘ideal’, “...in which culture is a state or process of human perfection, in terms of certain absolute or universal values”. Second category is ‘documentary’, “...in which culture is the body of intellectual and imaginative work, in which, in a detailed way, human thought and experience are variously recorded”. Thirdly is ‘social’, “...in which culture is a description of a particular way of life, which expresses certain meanings and values not only in art and learning but also in institutions and ordinary behaviour”. (Storey 2006, 32)

“The Centre for Advance Research on Language Acquisition goes a step further, defining culture as shared patterns of behaviours and interactions, cognitive constructs and understanding that are leaned by socialization. Thus, it can be seen as the growth of a group identity fostered by social patterns unique to the group”. This a definition of culture comes from Live Science in recent year. (Zimmermann 2015)

By the time changing and spatial disparity, culture has more rich content, wider extension in definition. Culture is a result of people’s thoughts and actions. More specific, culture is

aggregation of a country or nation's history, geography, local customs, traditions, life style, arts, behaviour norms, way of thinking, values and so on.

2.2 Hofstede's cultural dimensions theory

Gerard Hendrik (Geert) Hofstede is a Dutch social psychologist who is well known for this pioneering research on cross-cultural groups and organizations. The most famous one is cultural dimensions theory. Cultural dimensions theory is a framework for cross-cultural communication. It describes the effects of a society's culture on the values of its members, and how these values relate to behaviour, using a structure derived from factor analysis. (Adeoye & Blessing; Tomei & Lawrence 2014)

He describes culture along with six dimensions: Power distance index (PDI), Individualism vs. collectivism (IDV), Uncertainty avoidance index (UAI), Masculinity vs. femininity (MAS), Long-term orientation vs. short-term orientation (LTO), Indulgence vs. restraint (IND).

This research enables you to see countries or regions' similarities and differences.

Power distance index shows the acceptability of an unequal distribution of power from the inferior members in families, companies, communities and organizations. From the research, PDI shows very high scores for Latin and Asian countries, African areas and the Arab world. In Europe, power distance is lower than the northern countries, but higher in the southern and eastern areas. (Clearly Cultural 2004-2017)

Individualism vs. collectivism shows the "degree to which people in a society are integrated into groups." For instance, America is an individualism society, they emphasize "I" versus the "we", emphasize the freedom of personality and personal achievement. Thus, launching competition among employees, giving reward to individual good performance is effective incentive. However, both China and Japan are collectivism societies. Employees have emotional dependence to the organization. It's easy to build up harmonious relationship between employees and management board. (Hofstede & Geert 2015)

Uncertainty avoidance index is defined as "a society's tolerance for ambiguity". In the society with low uncertainty avoidance, ex. American, people easily accept the ambiguity in life and able to take more suggestions. The empowerment given from superior to subordinate has been carrying out more well complete. Employees tend to have autonomous and

independent work. However, in the society with high uncertainty avoidance, ex. Japan, superior tend to have strict control of subordinate and give clear guidelines. (Hofstede & Geert 1991)

Masculine vs. femininity is defined as “a preference in society for achievement, heroism, assertiveness and material rewards for success.” Masculinity is extremely low in Nordic countries: Norway, Sweden, Finland, Denmark, but very high in Japan, United Kingdom. (Hofstede & Geert 2015; Clearly Cultural 2004-2017)

Long vs. short term orientation shows society’s emphasis on future actions and challenges. High scores are found in East Asia, Eastern and Western Europe and low in the Anglo countries, the Muslim countries, Africa and Latin America. (Clearly Cultural 2004-2017)

Indulgence vs. restraint. Indulgence is defined as “a society that allows relatively free gratification of basic and natural human desires related to enjoying life and having fun.” Restraint is defined as “a society that controls gratification of needs and regulates it by means of strict social norms.” High scores in Indulgence are mostly found in Latin America, parts of Africa, the Anglo world and Nordic Europe while high scores in restraint are mostly found in East Asia, Eastern Europe and the Muslim world. (Hofstede & Geert 2015; Clearly Cultural 2004-2017)

2.3 The benefits of cultural differences

There is an increased level of interpersonal skills sharing and interaction, which most evidently leads to better relationships with even the differences because of the acceptability of the same.

There is an increased notion of teamwork during undertaking of activities. This is because there will be a difference in the ideas which is a virtue that could be applied in brainstorming in a bid to come up with an inclusive report or results. It is also important in this case because it heightens the rates of creativity and innovation and therefore leading to better inventions in the society (Reuben 2013).

The variety of languages spoken also greatly increases. It would be too monotonous to have a single language spoken by all the people of the world. A diversity in the same definitely makes things more interesting and creates a room for growth of the same. Furthermore, especially in an industry such as the hotel industry, the ability to speak in different

languages would definitely attract potential guests from different countries and ethnic groups.

A growth in the credibility of a company is also evident from the same. This is due to the fact that when there is diversity in cultures, a company that is mainly aiming at providing quality and especially in the perspective of customer satisfaction has to take into account the different cultures. Once a company does this in its strategy and operations, its credibility is greatly enhanced (Rodgers 2006, 59).

2.4 Disadvantages of cultural differences

Communication barriers. This mainly entails difficulty in delivery of particular message which is mainly contributed to by the language barrier. The perspective of effective communication in different cultures could also lead to the message not being effectively transmitted. This in the hotel industry could lead to for instance misunderstanding of the needs and intentions of the customer thus lowering the levels of customer satisfactions (Minkov 2005).

The resistance to change is also an effect of the effects of cultural differences. Many cultures already have their established way of doing things. It would therefore be very difficult to try and make them realize that a new way of doing things is actually possible and possibly beneficial without seeming to undermine their ways and beliefs. Customers in the hotel industry for instance would appreciate more if the different hotel incorporated their native way of doing things into their systems. What mostly causes this is the uncertainty that comes with the aspect of exploring the new fields.

Different perspectives of the age and gender is also a very common barrier that comes from different cultures because their beliefs of the same and expectations from the whole situation are also greatly differed. For instance, gender bias is common in most societies.

2.5 Characteristics of different cultures

First if all, it is worth noting that cultural differences are usually as a result of a difference in the cultural backgrounds of specific people and not based on the geographic locations of these people. Therefore, when attempting to carry out the conclusions, what should come out as being given the highest level of consideration should be the ethnical differences that bring about the differences in the culture? (Porter 2005)

In the world today, there is a great diversity in the kind of people that are existing, just like the way there is a great diversity in all the other factors that are usually present in the lives and aspects of the same, there is also a great diversity in people and the way they carry out their activities. The great diversity continues growing and its effect continues being felt in the different environments (Zannie 2006, 8). As much as there are advantages of the cultural diversity, there are also the negative effects that they have on the activities in the company. These differences, in a bid to fulfil all of them, the different hotels are bound to undergo a lot of strain in their operations. These changes are a result of the difficult aspects of the cultural differences that are evident for instance the sexism, the gender bias, among others, which are usually difficult to cater for because the needs on the same are not usually overlapping and require the input of a lot of resources, including the energy to establish. In the hotel industry, the greatest concentration is on the customer satisfaction, which goes hand in hand with the quality of service that are offered by the hotels especially those hotels that have their concentration on their customers, especially those customers coming from different cultural backgrounds. In a bid to deal with these challenges, these companies usually come up with different strategies that usually attempt to help the companies to deal with the problems that are facing them so that they could have a good appeal to the customers and work towards maintaining them (Weller 2011).

There difference in cultural backgrounds have a very great impact on the way activities are carried out.

As is evident from the observations made earlier, different cultural backgrounds translate to differences in very many things, in this context it leads to the differences even in the customer satisfaction expectations, service quality judgment among many other variables. These are brought about by the different cultures and characteristics of the different people and cultures involved. This is explained in detail in the characteristics of the three cultures that were chosen for this study, the Chinese, the Japanese and the Americans (Zubeida 2008).

2.5.1 Japanese

The Japanese are a people who are known to be good customers generally. This can be learnt from the fact that they very rarely if ever engage in conflicts with the employees providing the services. The characteristics that they consider most when checking whether the services offered are quality or not are promptness of delivery and reaction, the friendliness the employees in the hotels and the formality that the employees apply when rendering their services to customers (Mbele 2005).

The Japanese are coming from a country that is already developed and therefore they are very used to paying extremely high prices for whatever they eat. Pricing of the same is therefore not the problem. As a result of this however, the Japanese are a people who greatly value the intangibles, as they are used to a materialistic kind of life. The services offered to them are the ones that greatly matter to them. They also believe they have already paid enough when they pay for the tangible products. For the intangible therefore, they do not make payments, and more so additional payments such as tips for the extra work an employee could put in to ensure that the customer is already comfortable (Ditzel 2006).

For the Japanese, however, it is not enough that the employees have the notion that the customer is the one who is always right. The customer being right in different hotels and communities guarantees nothing except the fact that the customers will always comply with the same. In Japan, the customer is right and should also be treated as the 'supreme being'. The customers expect to be treated with utmost respect. That aspect and attribute of the 'subjects' submitting is what matters to them. No wonder some of the important attributes they consider when determining whether or not a service is quality and satisfactory to the consumer, they value the respect, [promptness as well as the formalities followed. This would already make it evident that the Japanese do not really respect systems where there is a lot of bureaucracy which could in the long run lead to great delays in the provision of the quality services required (Sheela 2005).

Also, in Japan, their service providers usually perceive the different complaints made by the customers as opportunities instead of threats. This is mostly triggered by the fact that the Japanese already accept that the customer service ought to be at its best, and therefore, when a complaint is made, the employees and service providers go the extra mile of attempting to establish where the problem could have come from, the factors leading to the same and how best it can be dealt with. Such a procedure only ensures that the problem is adequately catered for and that the customer satisfaction is going to be guaranteed the second time. The Japanese are very impatient people especially when they feel that they are being taken for granted. Consequently, getting second chances from them is also a very difficult task (Clara 2013).

As is evident from the power distance that was earlier outlined as depicted as one of the attributes of the Japanese, the power distance is very high. This translates to the fact that there are very high levels of inequality in the country and in its operations. Actually, especially from the view of customers and service providers, the customers feel like it is an

honour for the service providers to be attending to them therefore, the service providers are expected to be extremely humble and deal appropriately with the customers and what they expect of them (Pydde 2009). This superiority complex is an indicator that these customers totally expect to be treated with a lot of empathy, as though to indicate that the employee is fully aware of his or her position in the operations (Chan 2010, 3).

2.5.2 Chinese

It is worth noting that over time, China has greatly improved, especially in terms of their economy. With a good economy, such as theirs, it becomes less strenuous for the natives to keep working too much. Therefore, the Chinese people could actually be termed as people who are living a life of luxury. Travelling, especially internationally becomes a lifestyle for them. However, this status does not give the Chinese people any reason to want to change their ways as a result of the interesting factors that they are bound to come across as they explore different countries and their cultures (Vellnagel 2013). Actually, the Chinese people are one of the peoples who are said to have very high regards for their customs and cultures. They therefore believe that the best way to judge the quality and reliability of an international institution is the ability of the new community to try and maintain provision of products and services that greatly attempt to maintain the Chinese lifestyle as well as their cultures (Callahan 2007)

For instance, there is the aspect of superstition. One of the greatest superstitions of the Chinese people is the fact that they believe that the positioning of products such as the goods offered to them, the buildings, and the objects in their living spaces and generally anything, greatly determines the luck of the individuals who are using the same. Therefore, in a hotel setting, starting from the way the buildings have been set up, the way their rooms have been set as well as the way the products such as food are presented to them is a great indicator of how the management is perceived to be wanting for their customers' futures. It is therefore very important to be careful with the details when offering goods to the Chinese people as it could determine how their perception of acceptability into a particular facility is (Sangar 2006).

The Chinese mode of communication could be referred to one that is highly contextual. That is, the Chinese will deliver a message without really getting into the details of the same. It is therefore the responsibility of the service provider to read between the lines and determine what is actually being communicated. They also believe that in a conversation, as a sign of mutual respect between the two parties, there should be modesty and politeness. In a case where the communication is between a more superior person and

the other parties involved, there could be the aspect of facing them so as to seem to be attentive as well as respectful. Such details should be adhered to in the communication with the Chinese (Herrmann 2014, 8).

It is the general nature of the Chinese people to be reserved, even in their communication. They mostly associate with those people that they closely relate to. Therefore, it could seem as unethical to them for service providers to seem to be trying to have personal conversations with them, despite how modest the intentions may be (Venison 2005).

2.5.3 Americans

The Americans, who are the people based in the United States of America usually seem to be very low regards for the cultures. For instance, in their communication, they tend to use more direct language and the meaning derived from what is being said is actually what has been said just as it is. The wording in their conversations is very direct. This is assumed to be a way of saving on time. The business orientation of the same is very evident (Allan 2009).

In such a culture, where there is basically no regards for the other cultures that could be involved, the power gap is very low. The Americans believe that they live in a society where everybody should be treated equally. In service provision for instance, the employees are expected to freely mingle with the customers. If this is not so, then the customer is bound to presume that they are actually not acceptable to the new community that they are venturing into.

The Americans also seem to be very individualistic in nature. This could have been cultivated by the way they are expected to lead their lifestyles. Especially economically in their home countries. Due to the individualistic nature, the natives of the USA do not believe for instance in the sharing of resources. Therefore, it would be difficult to expect them for instance to share bathrooms in hotels (Raghubalan 2015, 5).

One of the most important factors that really affects the perspective of the American of what is quality is the ability of the hotels to provide customized services. From where they emanate, there is very little regard for power and therefore the Americans size every opportunity to attempt to convince themselves that they are actually important. Therefore, customization for them is one of the scorers. For instance, the inclusion of their names in whatever products presented to them. This customization also means that they require

their services as well to feel as though they are reserved only for themselves. This can actually be the reason why the Americans are very fond of making reservations even in public places such as restaurants. As a result of the low regards for culture in their country, the Americans really value authenticity, even if it regards just too any other culture. The authenticity they argue is a way to maintain the originality of the services provided so as to bring about that sense of fulfilment.

The fact that the Americans rally believe in equality in the society already brings about the fact that they feel even the service providers are their equals. That is why they have constantly been known to give tips to these service providers. Actually, the higher the tip that is provided by the customer, the more satisfactory the service is termed to have been. The amount of tips given is also an indicator of how superior an individual is in the society.

Evidently, from the observations made, different cultures give a totally different perspective of what quality service is (Stellmann 2010). An effort to attempt to understand all the cultures and to try and implement a lot them in the operations of hotels, especially those who have an international customer base is expected to be one of the requirements for such an institution that is willing to remain relevant. Actually, that is why there is much importance that is pegged to the research of such factors so as to ensure that customer satisfaction is at its optimum level to all the cultures represented by the customers. Integration of the same in a particular institution is the one that is the greatest problem. This is the problem that most strategies formulated are usually attempting to deal with (Nobert 2001).

2.6 Strategies to deal with the cultural differences evident in the hotel industry – Training programs for the employees

The face of an organization, and more so a hotel is the effect that is created by their employees, in this case, those that are involved in the services delivery. With there being an expectation of receiving customers from different cultural backgrounds, the hotels should most definitely make sure that their current employees undergo an orientation program where they are made aware of the different cultural differences and how they should go about ensuring that the customers who should come into the hotel all feel acceptable as a result of the reliable services that they are bound to receive. Also, the human resource in this effect should henceforth ensure that it is a requirement for any potential employee to have a specified level of knowledge on the different cultural backgrounds so as to be able to know how best they could relate with the customers.

Incorporation of different insights into their outlook and provision of services

Evidently, from the different cultures that are considered in this report, all the different cultures have different perspectives of the way things should look like or how activities should be carried out. For instance, the way the Chinese believe that if a building is positioned in a particular manner it could affect their destinies, they should be considered when putting up such structures so that they would feel comfortable (Anne 2001, 7).

2.6.1 Departmentalization

The establishment of different departments in a hotel, especially on the basis of the cultural differences would definitely increase the customer satisfaction because their individual needs are greatly considered in formulation and creation of their part of the hotel. The disadvantage of this is that it would be very expensive to come up with such a system and the diversity of the different cultures would be undermined and sharing and interaction of the same would not be allowed. However, despite the disadvantages, the main advantage is that there would be creation of a 'new world' for every different culture, though in a new environment, which is what would make the whole experience very exciting (Becky & Raghubalan 2015, 67).

2.6.2 Globalization of services and products

Globalization is one of the most difficult aspects to implement. Globalization means that all the different cultures and backgrounds have been taken into account and that the resulting product is good enough to be satisfactory to any individual, regardless of their culture or even background. The different aspects combined are more likely to come up with a new product, which incorporates most of the ideas if not all and thus being satisfactory to a greater population of the customers if not all of them. For instance, the use of technology in the hotel and hospitality industry. The use of technology incorporates different aspects that are attributed as quality services by different cultures. For instance, the use of technology will reduce [platforms under which the customers would feel less superior, which is an added advantage on the side of the Japanese in this report. The technology as well will ensure that the importance of the communication has not been undermined, which is an added advantage to the Chinese. The Americans, with the use of technology will have the satisfaction of having their products and services more customized. Evidently, the use of such tactics, globalization especially, will ensure that there is optimum satisfaction at a lower cost for the service providers. What would be the greatest expense in this case would be to ensure that there is a research and development department in

such places to ensure that the facilities are kept up to date and satisfactory as well to the consumers. Furthermore, it becomes even easier for employees from different cultural backgrounds to engage in provision of services, without feeling undermined regardless of the geographical location of the hotel (Brislin, 2008, 76).

With the implementation of the strategies that have been outlined, it is easier for the hotels to attain customer satisfaction. This is mainly due to the fact that, in order to come up with a specific strategy, there is adequate research that has been carried out and there is definitely a consideration of most if not all the factors likely to affect the outcome (Oscar 2007, 6). Therefore, implementation of these strategies would mean that the hotel and the quality of their services will generally have a positive deviation. It would therefore be a good idea to have implementation of these strategies as a priority, because the main concern of the hotel, which is customer satisfaction will ultimately be attained (Scarborough 2001, 7).

3 Service quality

3.1 Service quality

Christiaan Grönroos defined service quality as “the outcome of an evaluation process where the customer compares context specific expectations of quality with the experienced quality”. While high service quality meet customers’ expectations, it keeps business remaining economically competitive. “Improvements to service quality may achieved by improving operational processes; identifying problems quickly and systematically; establishing valid and reliable service performance measures and measuring customer satisfaction and other performance outcomes.” (Grönroos 1984, 36-44)

3.2 SERVQUAL

SERVQUAL is the development of “service quality concept model” (PZB model) created by American professors A. Parasuraman, Valarie A. Zeithaml and Leonard L. Berry (PZB) in 1985. SERVQUAL questionnaire was published by PZB in 1988 to measure quality in the service sector. It’s a breakthrough in measurement methods used for service quality research. SERVQUAL has become the dominant measurement scale in service quality area. (PZB 1988)

Initially, there were ten dimensions that were carried to represent service quality in preliminary data analysis, using principal components analysis data reduction technique. The ten dimensions are as follow: competence, courtesy, credibility, security, access, communication, knowing the customer, tangibles, reliability, responsiveness. In 1988, PZB reduced ten dimensions to five factors to accurately reflect the revised dimensions. The SERVQUAL five factors is as follow: Reliability, the ability to perform the promised service dependably and accurately; Assurance, the knowledge and courtesy of employees and their ability to convey trust and confidence; Tangibles, the appearance of physical facilities, equipment, personnel and communication materials; Empathy: the provision of caring, individualized attention to customers; Responsiveness, the willingness to help customers and to provide prompt service. (PZB 1991, 39)

3.3 Service quality perceptions

The perceptions that are held by consumers about the services that are provided to them alter as a result of the competition levels that are evident. The quality of the services that

an enterprise offers ensures that it can have an advantage in comparison to its competitors (Dabholkar 2015, 483-487). As a result, the satisfaction of clients becomes apparent and obtaining their loyalty is assured. The studies that have been conducted about the perceptions that individuals have in relation to the services that are offered have been limited to groups that are specified. This particularly relates to the perceptions that are held by clients and the duty that must be performed by managers to ascertain that the services which are delivered are of a quality that is acceptable.

The perceptions that can be held regarding the services that are to be offered can be appropriately molded where the demands that may be prevalent among clients are correctly anticipated. Also, such expectations must be communicated to employees to ensure that they can effectively deliver. Moreover, the perceptions that stakeholders have are varied depending on the role that they are required to assume. The perception that employees have in relation to the services offered are higher in comparison to consumers. The variations in the perceptions are rooted in factors that are quite different. In most situations, the preference among most of the managers and those that they supervise is to overlook deficiencies where some may be apparent in the services that are provided. Hence, the efforts that they make certain that the services that they deliver are not degraded in any way. Moreover, there is the increase in the probability that the quality that pertains to the services that employees offer will be exaggerated.

Researchers including Pantouvakis and Renzi (2016, 90-98) assert that consumers are the main determinants of quality. Consumers with a positive perception about the services that are provided by a facility are most likely to contribute to the positive image associated with an establishment. This is because they can participate in activities which are aimed at promoting the enterprise in their surroundings which are immediate. Among the activities include business promotion by the application of word-of-mouth. Also, the interaction that clients have with employees would serve to influence their perceptions of the services. However, perceptions are often subjective as they vary among consumers. Sometimes, it might also be associated with the prices at which various commodities can be acquired.

The process involved in interaction is often subdivided into three. Initially, service providers and their clients must meet to ensure that interaction is initiated. For example, the client must walk into the restaurant and order a meal for the waitresses to bring it from its preparation area (Luke & Heyns 2017). Also, the service integration, as well as recovery processes, must take place when a consumer is being catered for. Moreover, employees whose perception of the services provided is higher in comparison to clients have an increased possibility of not meeting the expectations that may be prevalent among clients.

Managers are required to evaluate the standards that they set about what can be expected from their subordinates.

3.4 Cultural influence on service quality perception

Culture refers to constructs that are multidimensional. In as much as a single index for culture does not exist, personality, as well as lifestyle, cannot be attributed to a given index. The dimensions of culture that are universal include power distance, individualism or collectivism, the avoidance of uncertainty as well as masculinity or femininity. Also, configure dynamics can also be considered. Ye et al. (2014, 23-39) explain that consumers are having a low power distance often possess greater expectations regarding the quality that they expect from the services that they are offered. Also, the services that they anticipate to obtain must not only be responsive but also reliable. Where individuals have lower levels that pertain to their avoidance of uncertainty, the result is that they can take some of the risks that may present themselves much easily. Individualism is accurately depicted in societies where the ties that exist socially are quite loose. Masculinity, as well as femininity, connotes the roles that have to be assumed by individuals which exist in societies that still ascribe to the set up that was applicable traditionally.

The services availed often depict some power that providers possess where their consumers are concerned. In most cases, it can be attributed to their expertise as well as the knowledge that they might have professionally acquired (Basfirinci & Mitra 2015, 239-248). Hence, providers should ensure that the activities that they indulge in are aimed at ensuring that their clients can have access to a solution that they might be seeking. Where the services that are offered are of poor quality but they are still accepted by clients, it is often because the clients are oriented over a longer duration of time.

4 Questionnaire

The main area of concentration of this area's report is basically the cultural differences and the effect that the same has on the quality of services offered that could be termed as having met the required standards for customer satisfaction in the hotel management. There are different research methods that will be applied to establish an effect of the diversity on the hotel management and the standards set for quality evaluation.

4.1 Commissioning party introduction

Hilton runs its business over 5,000 locations in 100 countries and territories with thirteen distinct brands. The thirteen brands are Waldorf Astoria Hotel & Resorts, Conrad Hotel & Resorts, Canopy by Hilton, Curio – A Collection by Hilton, Doubletree by Hilton, Tapestry Collection by Hilton, Embassy Suites by Hilton, Hilton Garden Inn, Hampton by Hilton, TRU by Hilton, Homewood Suites by Hilton, Home2 Suites by Hilton, Hilton Grand Vacations. (Hilton Honors 2018.)

The commissioning party of this thesis is Hilton Helsinki Airport hotel. Hilton Helsinki Airport hotel belongs to the original brand Hilton Hotels & Resorts, a full-service hotel, which is targeted at both business and leisure travellers from local Finland and around the world thanks to only 5 minutes walking from Helsinki Vantaa airport via covered walkway. The hotel was built in 2007, it has 330 guest rooms, executive rooms and suites, 12 versatile meeting rooms for up to 500 guests, fitness, Finnish saunas, two restaurants, bar and executive lounge. (Hilton Helsinki Airport 2018.)

4.2 Qualitative research

This is mainly an establishment of how the industry is affected by the differences in cultures. The qualitative research will be mostly being checking the influence that the hospitality industry has in the past experienced due to the differences in cultures. This can most conveniently be established by sampling different cultures and ethnic groups and to establish how their opinions have caused changes in the operations of different hotels. This will mostly be evident in the strategies that are set by different hotels, on the basis of the different cultures involved.

The cultures taken into consideration when formulating the report are the eastern and the western culture which are more specifically represented by the Chinese culture, the Japanese culture and the American culture. The attributes of the Americans and those of the

Asian groups deemed to be very different. The Asian culture were more diverse, thus necessitating the needs for using more than one culture to establish the way they behave and come up with a constant that is reliable. Below is a table that shows some of the attributes of the specified cultures.

Cultural dimensions	America	china	Japan
Regards and respect for power	low	high	High
Style of communication	Low context	High context	High context
Level of individualism	individualistic	communistic	communistic
orientation	Short term	Long term	Long term
Avoidance of uncertainty	low	low	High

The Chinese and Japanese are people who have culture for having a very high regard for power. They have so much respect for the people in powerful positions. For the Americans on the other hand, have a lot of contempt for power as they believe that they are all equals. In terms of communication, the Americans have a lower context in comparison to the Chinese and the Japanese. They do not go into details of what they are trying to communicate when they do. The Americans do not usually expect a lot of explanations for the activities undertaken. They require a very low level of security, and that is why they are termed as having a lower urge to eliminate the uncertainties, just like the Chinese. The Japanese however appreciate being straight forward so as to do away with any possible uncertainties. The Americans live in a society where every individual is expected to fend for themselves, thus the individualistic nature. The Chinese and the Japanese have a communistic nature because every individual really cares for other and whatever affects them (O'Fallon & Rutherford 2011).

4.3 The customer satisfaction attributes

The attributes that the customers usually considered so as to judge whether the services offered in the hotels are quality were outlined and the perspectives of the same from the different cultural backgrounds were considered. The table below shows the attributes that

the different cultures usually consider so as to determine whether a hotel is offering quality services or not. They are basically the customer service requirements for the customers, especially the international ones (Rutherford & O'Fallon 2007).

Americans	japan	china
The services offered ought to be customized to fulfil personal needs.	The assurance that they will be served very fast and that the problem-solving skills are perfect	Ensuring the rooms are kept clean
Ensuring that the services offered are reliable.	Ensuring that the needs of the customers are adequately catered for.	Employees' attentiveness to the needs of the customers.
How ambient the hotel is	How prompt the services of the company are	The quality of goods and services that are provided
How the politeness of the employees comes out as	How timely the employees are	Whether the employee appearance stands out or not.

Each culture evidently had a different perspective of the different services that they expected so as to refer to the services that they receive from the company to be quality. With all these listed attributes of quality from all these cultures, the hotels therefore had to increase its operational standards in an attempt to meet all the standards from all the different cultural backgrounds. This is what is done by basically all the hotels that usually expect visitors from different backgrounds. The different backgrounds in this case are the visitors from all the different countries (Vicent 2005).

4.4 Quantitative research

Evidently, there are very many cultures in the world, which has mostly been caused by the many ethnic group that are present in the world today. These differences definitely have a

great influence on what would be termed as customer satisfaction in the hospitality industry especially. The quantitative research is an establishment of to what extent the cultural differences have caused a change in the definition of quality of services and in dictating the measure that are taken in ensuring that their needs are adequately catered for (Tecler & Rutherford 2011).

Evidently, many organizations and more so the hotels take the cultural diversity into account when determining the strategies, they are expected to follow to ensure that there is the greatest level of customer satisfaction. In this case, there will also be consideration of the customers and how well they feel that their needs have been attended to once there is the consideration of their different cultures in the decision making and the strategizing of the companies. Sampling of the different levels and extents of customer satisfaction from different ethnic groups, and consequently different cultures is very necessary in establishing the effect that cultural differences have on the quality of services and the set standards for the different activities that take place in the hotel industry (Reiser 2011).

In this research, the extent of internationalization and globalization as well as the number of foreign customers in hotels, and to what extent they get satisfied is a great consideration which should be adhered to.

The different hotels worldwide were found to do their best in an attempt to improve the quality of their services so as to ensure that the operations carried out in the hotel are satisfactory to the customers. Mostly affected is the field of quality of the services offered. The quality of services offered so as to be established has to be compared to specific set standards so as to establish whether or not the services offered are up to the required standards or not (Sheila 2014).

5 Results

The author works in Hilton Helsinki Airport hotel. 80 questionnaires were applied from December 16th to December 19th, 75 respondents returned the questionnaires while 5 did not return it. The analysis was done by IBM SPSS software.

There are five age ranges from 18 to 50 above. There were 22 nationalities participated in the questionnaire. There were both new and repeat guests and business purpose guests are the majorities. There are 13 questions with 5 (Excellent) -to-1 (Poor) bipolar scale and three open questions. Questionnaire can be find in Appendix. Here is the result as followed.

		Gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	28	37,3	37,3	37,3
	Male	47	62,7	62,7	100,0
	Total	75	100,0	100,0	

		Age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	26-32	19	25,3	25,3	25,3
	33-40	22	29,3	29,3	54,7
	41-50	21	28,0	28,0	82,7
	50+	13	17,3	17,3	100,0
	Total	75	100,0	100,0	

		Nationality			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	American	3	4,0	4,0	4,0
	Australian	1	1,3	1,3	5,3
	Austrian	2	2,7	2,7	8,0
	Belgian	2	2,7	2,7	10,7
	British	2	2,7	2,7	13,3

Chinese	5	6,7	6,7	20,0
Chinese Hong Kong	2	2,7	2,7	22,7
Czech	1	1,3	1,3	24,0
Danish	8	10,7	10,7	34,7
Dutch	4	5,3	5,3	40,0
Finnish	16	21,3	21,3	61,3
French	2	2,7	2,7	64,0
German	4	5,3	5,3	69,3
Indian	2	2,7	2,7	72,0
Irish	1	1,3	1,3	73,3
Italian	2	2,7	2,7	76,0
Japanese	5	6,7	6,7	82,7
Korean	3	4,0	4,0	86,7
Russian	2	2,7	2,7	89,3
Saudi	2	2,7	2,7	92,0
Spanish	2	2,7	2,7	94,7
Swedish	2	2,7	2,7	97,3
Turkish	2	2,7	2,7	100,0
Total	75	100,0	100,0	

Guest type

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	New	36	48,0	48,0	48,0
	Repeat	39	52,0	52,0	100,0
	Total	75	100,0	100,0	

Stay purpose

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Business	59	78,7	78,7	78,7
	Leisure	16	21,3	21,3	100,0
	Total	75	100,0	100,0	

Overall service

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3	4	5,3	5,3	5,3
	4	25	33,3	33,3	38,7
	5	46	61,3	61,3	100,0
	Total	75	100,0	100,0	

Overall physical condition

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3	8	10,7	10,7	10,7
	4	42	56,0	56,0	66,7
	5	25	33,3	33,3	100,0
	Total	75	100,0	100,0	

Overall conveniences

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	2	2,7	2,7	2,7
	3	2	2,7	2,7	5,3
	4	27	36,0	36,0	41,3
	5	44	58,7	58,7	100,0
	Total	75	100,0	100,0	

Staff

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	4	17	22,7	22,7	22,7
	5	58	77,3	77,3	100,0
	Total	75	100,0	100,0	

Languages & communication

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3	1	1,3	1,3	1,3
	4	19	25,3	25,3	26,7
	5	55	73,3	73,3	100,0
	Total	75	100,0	100,0	

Cleanliness, Guest room condition

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	2	2,7	2,7	2,7
	3	5	6,7	6,7	9,3
	4	37	49,3	49,3	58,7
	5	31	41,3	41,3	100,0
	Total	75	100,0	100,0	

Heating

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	4	5,3	5,3	5,3
	3	15	20,0	20,0	25,3
	4	27	36,0	36,0	61,3
	5	29	38,7	38,7	100,0
	Total	75	100,0	100,0	

Internet

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	4	5,3	5,3	5,3
	3	9	12,0	12,0	17,3
	4	27	36,0	36,0	53,3
	5	35	46,7	46,7	100,0
	Total	75	100,0	100,0	

safety & security

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3	1	1,3	1,3	1,3
	4	16	21,3	21,3	22,7
	5	58	77,3	77,3	100,0
	Total	75	100,0	100,0	

Sleep quality

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	4	5,3	5,3	5,3
	3	4	5,3	5,3	10,7
	4	38	50,7	50,7	61,3
	5	29	38,7	38,7	100,0
	Total	75	100,0	100,0	

Dining

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3	16	21,3	23,9	23,9
	4	28	37,3	41,8	65,7
	5	23	30,7	34,3	100,0
	Total	67	89,3	100,0	
Missing	System	8	10,7		
Total		75	100,0		

Order timeliness

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	1	1,3	1,6	1,6
	3	9	12,0	14,1	15,6
	4	31	41,3	48,4	64,1
	5	23	30,7	35,9	100,0

Total		64	85,3	100,0	
Missing	System	11	14,7		
Total		75	100,0		

Food choices

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3	31	41,3	41,9	41,9
	4	24	32,0	32,4	74,3
	5	19	25,3	25,7	100,0
	Total	74	98,7	100,0	
Missing	System	1	1,3		
Total		75	100,0		

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Overall service	75	3	5	4,56	,598
Overall physical condition	75	3	5	4,23	,628
Overall conveniences	75	1	5	4,48	,795
Staff	75	4	5	4,77	,421
Languages & communication	75	3	5	4,72	,481
Cleanliness, Guest room condition	75	2	5	4,29	,712
Heating	75	2	5	4,08	,897
Internet	75	2	5	4,24	,867
safety & security	75	3	5	4,76	,460
Sleep quality	75	1	5	4,17	,950
Dining	67	3	5	4,10	,761
Order timeliness	64	2	5	4,19	,732
Food choices	74	3	5	3,84	,811
Valid N (listwise)	60				

Individuals in every society are influenced by their culture in the day to day lives and activities. Culture refers the beliefs, values, customs, ideas and social behaviours of people in a given society. Culture affects how the people determine and accept service quality when it comes to the service industry. Thus, it is important to well understand a given culture so as to know how to invest in services effectively.

Culture theory has been used to facilitate the understanding of the culture of a given people. It applies numerous efforts to understand and conceptualize the changing aspects of culture. Arguments have been raised about the connection between nature and culture, society and culture, the division between low and high culture, all in attempt to understand it. The bottom line is people have different needs, psychologically, socially and physically, and the needs are influenced by the social and environmental cultures (Jauhari 2008, 12).

In hospitality management, service quality refers to how the service offered meets the needs and expectations of the customers. This has been categorized into five main aspects: reliability, responsiveness, tangibles, empathy and assurance. Reliability is the capability to execute the guaranteed service without fail. Responsiveness on the other hand, is the readiness to aid customers and deliver quick service (Zhu 2004, 21).

The awareness and politeness of employees and the capability to convey sureness and trust is termed as assurance service delivery. Customers need personalized care and thoughtfulness, and this makes up empathy. Tangibles on the other hand, refer to the appearance of amenities, equipment, and communication devices. How good or bad customers view these aspect is what is termed as service quality perception (Jauhari 2008, 15).

From the Helsinki Airport hotel survey, we can deduce the effect of cultural influence on the customer's service quality perception. Of the 75 surveyed respondents, more than half were male clients. The clients were there for either business or leisure purposes, with 78 % being on business. Most of the clients were middle aged, between 33-50 years of age, who made up 57 % of the total number of people.

Having more than half of the people, 52%, as being repeats as opposed to being new, it can be stated that most of the clients are satisfied with the quality of the services offered. The clients are from 23 different nationalities and are almost evenly distributed in number from each state. Finnish had the highest number of people; 16 in number. Being from different states, different gender, age and career class presented a cultural diversity. Thus they will differ in their perception of the of the service quality.

Most of the clients were pleased with the overall service provided with 61% rating it as excellent and 33% as good. The physical condition of the hotel was not perceived of high standard as only 33% rated this excellent while 56% rated it as good. The clients perceived that the overall conveniences were at a high standard with 58% rating it as excellent and 36% as good. The responsiveness of the staff, communication and the feeling of safety were also at a high standard with more than 70 % rating these as excellent and around 20 % as good.

Cleanliness, quality of sleep, timeliness of order, food choices and dining experience were not highly rated. The majority rated these as good. The equipment which included the air conditioning and internet service were also not highly rated, but were preferred by more people. From the standard deviations, we deduce that the staff (0.42) and communication (0.48) were more widely accepted and preferred by almost all the clients.

About half of the people agreed that the overall services (standard deviation 0.598) were at a good standard. The most widely varying perceptions among the clients were concerning the quality of sleep as this had the highest standard deviation of 0.95. This could be culturally because people from different states have different sleeping patterns. Similarly, the perceptions on heating (0.897), internet (0.867) and food choices (0.8111) were widely varied (Zhu 2004). This could have been because the clients came from different climates, different technological advances and different food preferences in accordance to their cultures.

There were high standard deviations also in convenience (0.795), timeliness (0.732), cleanliness (0.712) and the physical condition (0.628). This shows how they widely differed in perceptions concerning the same. In conclusion, as a hotel within the airport, all the clients are expected to be from different backgrounds and hence different cultures. These differences then make them to have different perceptions in the service quality.

Top 3 Strengths	
	% Positive
Staff - Other Staff - Quality	100
Staff - Other Staff - Attitude	95,23809524
Staff - Other Staff	92,45283019
Staff - Other Staff - Helpfulness	92
Staff - Front Desk	88
Food/Beverage - Breakfast - Quality/Taste & Presentation	51,85185185
Room - Bed	42,85714286
Room - Look & Feel	32,75862069
Food/Beverage - Breakfast	32,5
Room - Look & Feel - Temperature	8,333333333
Room - Bathroom	3,225806452

Table 1 – Top 3 Strengths

Top 3 Opportunity Areas	
	% Negative
Room - Bathroom	93,5483871
Room - Look & Feel - Temperature	83,33333333
Food/Beverage - Breakfast	62,5
Room - Look & Feel	60,34482759
Room - Bed	57,14285714
Food/Beverage - Breakfast - Quality/Taste & Presentation	44,44444444
Staff - Front Desk	12
Staff - Other Staff - Helpfulness	8
Staff - Other Staff	1,886792453
Staff - Other Staff - Attitude	0
Staff - Other Staff - Quality	0

Table 2 – Top 3 Opportunity Areas

Satisfaction with Front Office		
	Year to Date 2018 (1/18 - 3/18)	vs. Year Ago
Helpfulness of Hotel Staff	77,94336811	-4,05953465
Efficiency of Arrival Process	76,5060241	0,523491345
Concierge	100	14,28571429
Bell Staff	100	0
Hilton Honors Appreciation	46,21072089	-

Table 3 – Satisfaction with Front Office

Satisfaction with Housekeeping		
	Year to Date 2018 (1/18 - 3/18)	vs. Year Ago
Cleanliness of Guest Room/Suite	72,97297297	-4,6234662

Table 4 – Satisfaction with Housekeeping

Satisfaction with F&B		
	Year to Date 2018 (1/18 - 3/18)	vs. Year Ago
Breakfast: Satisfaction	61,89189189	-3,694143
Breakfast: Helpfulness of Staff	63,79310345	-2,2546419
Breakfast: Quality of Items	57,99457995	-7,8408315
Restaurant: Satisfaction	47,76119403	-8,980379
Restaurant: Helpfulness of Staff	63,7037037	-2,7668845
Restaurant: Food & Beverage Quality	52,59259259	-3,2897603
IRD/Room Service	40	1,53846154
Bar	63,46153846	-4,4629898

Table 5 – Satisfaction with F&B

With the analysis data via IBM SPSS software, the author collected data from Hilton own statistics system as well, to make comparison and to find out the improvement areas. Therefore, the author could create five tables above, which are Top 3 Strengths; Top 3 Opportunity Areas; Satisfaction with Front Office; Satisfaction with Housekeeping; Satisfaction with F&B.

Hilton Helsinki Airport hotel has very high scores on its staff. Quality, attitude, helpfulness are the key strengths of the staffs. Meanwhile, most customers had complained about bathroom, room temperature and breakfast, which are the opportunity areas the company should put more efforts into and make improvement to gain the customer satisfaction back on these points.

From table 3, satisfaction with front office, we can see the helpfulness of hotel staff, efficiency of arrival process and Hilton honors appreciation all has place to improve. Although the helpfulness was one key strength from previous table, the data from tables 3 shows the satisfaction point dropped approx. 4% from year ago. This indicates helpfulness should be remain as one key strength of the hotel staff, but as guests paying highly attention at this point, hotel staffs should find out the existing problems and constantly seeking more and better ways to delight guest' stay.

In Table 4, in the first quarter of 2018, there was only one existing problem for housekeeping department, guests' satisfaction about the room cleanliness. 'To deliver a great first impression of your hotel, consider the cleanliness of your property as you aim to create a memorable experience that keeps customers coming back. According to the 2013 Cleaning Industry Insights Survey from P&G Professional, managers of cleaning operations in the hospitality industry noted that the most important business factor is "keeping custom-

ers satisfied” (Steve Kovacs 2013). Steve Kovacs wrote in 2013, emphasized the importance of guest room cleanliness. It’s disappointed that the figure compared with year ago dropped approx. 4.6%.

Table 5 shows the satisfactions with F&B department. All the figures from this table have reduced from year ago except IRD/Room Service. We can see what customers have concerns/complains to are their satisfaction at the restaurant, helpfulness of staff, quality of items, food & beverage quality and service at the bar. We are able to find out guests are mainly unsatisfied with food choice and order timeliness as well from the Helsinki Airport hotel survey above. These are the problems F&B departments should pay highly attention to.

6 Discussion & conclusion

Today, people are living in a much-globalized society. Therefore, one of the characteristics that is very evident is that one of international tourism. It is therefore up to the hotels that have taken up the tasks of accommodating international guests to ensure that these international standards are met and that they strive to ensure that the comfort of all their guests is not compromised. For instance, a Chinese native who is out for holiday in Las Vegas should in no way feel that it was not a good idea to venture into the same. The easiest and most convenient way for a hotel to ensure that it is meeting this requirement is to ensure that their services as well as the products provided meet global standards, so that even the satisfaction level will be of an equal experience to all customers, despite where they could be coming from (Blessing & O'Fallon, 2007).

Definitely, an attempt to create such an environment for all the cultures involved could only be arrived at after ensuring an in-depth study of different cultures and attempting to institute all the changes that they would perceive necessary. In order to be conversant with all these cultures, it would only be logical that the hotels incur a lot of resources to gain information on the same. However, such an extravagant use of the resources would be rewarded with the big inflow of customers, especially those who highly regard their cultures upon implementation of the same. This is because such knowledge enables the service provider to have a very easy time attempting to customize their products and services. The implementation of such would definitely require that there be training of all the stakeholders of the company, and especially the employs to ensure that the cultures are given the highest regards and that the products and services offered on the same basis are actually very considerate of all the parties involved (Teller 2010).

Hilton has its own 'check list' to make sure each Hilton hotel constantly collecting customer's feedback according to all the items on this category included all the departments (see from the picture below). As one of the top-ranking hotel brands who runs business over 5,000 locations in 100 countries and territories. Hilton has long history and rich experience on handling international customers. This check list is also to ensure all the most important items should be concerned to delivery excellent service to the hotel guests. Hilton Helsinki Airport hotel follows up very well. It has gained great benefits by inputting time and resources to understand its international hotel guests' cultural values and needs.

- **Hotel Staff Category**
 - Helpfulness of Hotel staff
 - Helpfulness of front desk staff
 - Staff made me feel welcome
 - Staff provided personalized attention
 - Staff anticipated needs
- **Guest Room Category**
 - Cleanliness of guest room/suite
 - Quietness of guest room/suite
 - Heating/cooling/ventilation
 - Room/suite smelled fresh/clean
 - Condition of furnishings
 - Comfort of bed (mattress, linens, etc.)
 - Cleanliness of bathroom
 - Quality of Bathroom Amenities
- **Arrival Category**
 - Appearance of lobby
 - Speed/efficiency of arrival process
 - Appearance of hotel grounds (exterior)
- **Guest Room Amenities**
 - Working order of kitchen appliances
 - Working order of guest room amenities
 - Quality of Internet connection
 - Internet value
- **Additional Facilities**
 - Overall concierge experience
 - Condition of Pool
 - Helpfulness of bell staff
 - Overall fitness facility
 - Overall Spa experience
 - Overall Manager Reception Experience
 - Helpfulness of staff at Evening Manager's Reception
 - Quality of items at eve. Reception
 - Variety of items in deli/convenient store
 - Friendliness of staff in deli/convenient store
- **Food & Beverage**
 - Helpfulness of Restaurant Staff at breakfast
 - Helpfulness of complimentary breakfast staff
 - Cleanliness of breakfast area
 - Helpfulness of Restaurant Staff at lunch/dinner
 - Food quality at lunch/dinner
 - Restaurant menu variety
 - Ambiance of restaurant
 - Helpfulness of bar staff
 - Speed of service in the bar
 - Timeliness of In-Room Dining/Room Service
 - Quality of room service food
 - Food quality
 - Quality of breakfast items

Customer satisfaction is the most important factor in such a business that encompasses frequent interaction with the customers. Therefore, a lot of efforts and resources have been pooled towards ensuring that adequate research has been carried out on the same and that the service quality for the customers is good enough. Over all the research carried out, it is evident that there is a great impact on the hospitality industry, and especially the hotels, that is created by the fact that there exist different cultures and that their impacts are highly convenient. Therefore, there should be more emphasis that is placed on the considerations of such factors when strategizing and implementing the various customer satisfaction and quality services offered (Alaiine 2014).

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Appendices

Appendix 1. Questionnaire for service quality in Hilton Helsinki Airport hotel

Questionnaire for service quality in Hilton Helsinki Airport hotel

Kindly take your time and answer these few questions, to tell your view about our service. Thank you for your time 😊

Please tick the option that best suit you

Age 18 – 25 26 – 32 33 – 40 41 – 50 50 – above

Gender Male Female

Nationality _____

Are you a new guest repeat guest

Purpose of your stay business leisure

The scale is from **5-excellent, 4-good, 3-average, 2-fair, 1-poor, Open comments**

Overall service received 5-excellent, 4-good, 3-average, 2-fair, 1-poor, _____

Overall physical condition of this hotel 5-excellent, 4-good, 3-average, 2-fair, 1-poor, _____

Overall conveniences to your trip 5-excellent, 4-good, 3-average, 2-fair, 1-poor, _____

Responsiveness, professional staffs 5-excellent, 4-good, 3-average, 2-fair, 1-poor, _____

Languages and communication 5-excellent, 4-good, 3-average, 2-fair, 1-poor, _____

Cleanliness and guest room condition 5-excellent, 4-good, 3-average, 2-fair, 1-poor, _____

Overall operating of heating 5-excellent, 4-good, 3-average, 2-fair, 1-poor, _____

Ease of using Internet service 5-excellent, 4-good, 3-average, 2-fair, 1-poor, _____

Feeling of safety and security 5-excellent, 4-good, 3-average, 2-fair, 1-poor, _____

Your quality of sleep for this stay 5-excellent, 4-good, 3-average, 2-fair, 1-poor, _____

Overall dining experience 5-excellent, 4-good, 3-average, 2-fair, 1-poor, _____

Timeliness of order 5-excellent, 4-good, 3-average, 2-fair, 1-poor, _____

Variety of food choices 5-excellent, 4-good, 3-average, 2-fair, 1-poor, _____

What do you like the best of our service in Hilton Helsinki Airport hotel? _____

Any problem you have met during this stay, has it solved? _____

What can be improved (comparing with the hotel service from your own country)?
