

A Review Paper on Culture in Hotel Management: What is the Future?

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ABSTRACT: *By reviewing the current literature, this paper aims to provide insights into the growth of culture research in the hotel industry. From 12 arbitrated journals, a total of 107 journal articles published between 1985 and 2010 were retrieved, all of which were available online. According to Pizam's (1993) hierarchy of cultures, the papers were classified into six major categories, and were further sorted by year of publication, source, subject area, region of focus, and study nature. The most common research topics were found to be national culture, organizational culture, and cross-cultural comparison. In comparison, in conjunction with hotel management studies, few studies have studied business, occupational, and corporate cultures, causing concern for future study. In short, this analysis paper makes a first and significant attempt to explain the growth of culture research in the field of hotel management and identifies potential prospects for research.*

KEYWORDS: *Academic, Business, Culture, Hotel Management, Hospitality sector, Growth.*

INTRODUCTION

Culture is a concept that is extremely dynamic. In academic science, it has long been a common notion and is studied across many different fields. By 1952, a total of 164 meanings, as defined by Kroeber and Kluckhohn, had been created (1952, cited in Leidner and Kayworth, 2006). The lack of consensus among scholars on the various words used to describe culture, however, has led to attention being centered on how various disciplines define it [1]. Definitions refer to different aspects of culture, such as philosophies and measurable cultural objects (beliefs, fundamental assumptions, and common core values) (norms and practices). Not only has culture been interpreted in various ways, according to Groschl and Doherty (2000), but the word itself has often been used in different fields with distinct definitions [2].

Table 1: Illustrates the Literature on culture types [3]

Culture types	Numbers
Corporate culture	11 (10%)
Industry culture	8 (7%)
National culture	29 (27%)
Organizational culture	26 (24%)
Cross-culture comparison	28 (26%)
Multi-culture	5 (5%)
Total	107

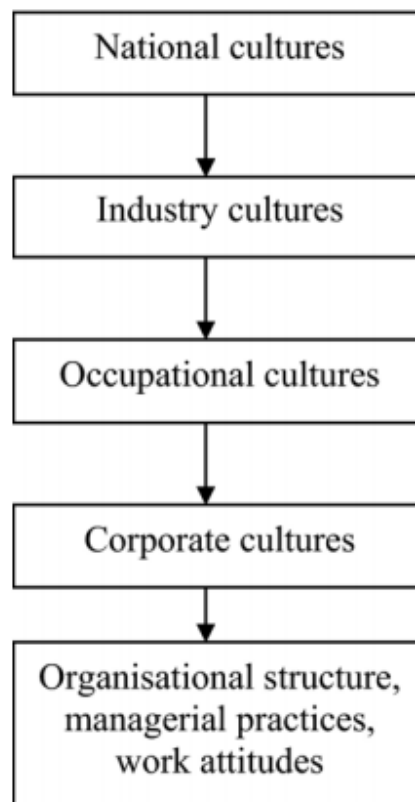


Figure 1: Illustrates the hierarchy of cultures

Given that the main objective of our research was to understand the research of Blockchain in the area of economics and management, we conduct an in-depth analysis on the papers in this field. We refined the research area to Business and Economics, and we finally retrieved 119 articles from WOS. In this session, we analyzed their published journals, research topics, citations, and so on, to depict the research status of blockchain in the field of business and economics more comprehensively [5].

Table 2: Illustrates the culture types by subject domain [6]

Subject areas	Corporate culture	Industry culture	National culture	Organizational culture	Cross-culture	Multi-culture	Row total (column%)
Administration and Strategy	6 (15%)	3 (7%)	8 (21%)	11 (31%)	8 (21%)	2 (5%)	38 (35%)
Human Resources Management	3 (9%)	3 (9%)	14 (40%)	6 (18%)	6 (18%)	2 (6%)	34 (32%)
Marketing	1 (5%)	2 (11%)	4 (21%)	2 (11%)	9 (47%)	1 (5%)	19 (18%)
Operation	1 (11%)		2 (22%)	3 (33%)	3 (33%)		9 (8%)
Research and Development				3 (60%)	2 (40%)		5 (5%)
Economy			1 (50%)	1 (50%)			2 (2%)
Column total (row%)	11 (10%)	8 (7%)	29 (27%)	26 (24%)	28 (26%)	5 (5%)	107

- **Administration or strategy:** strategic planning, management styles, accounting, organization, organization structure, crisis management, information, communication, policy analysis, and environmental trends.
- **Operations:** inventory management and purchasing, facility management, management contracts, liabilities and legal issues, safety and security, productivity, sanitation, energy and waste management, and quality control.
- **Marketing:** customer behavior, loyalty, service quality, decision making, satisfaction/dissatisfaction, marketing mix (product, place, price, promotion), segmentation, target marketing, branding, and market research.
- **Human resources:** employee selection and training, turnover, job satisfaction, employee attitude, sexual harassment, labor costs, empowerment, employee benefits, organizational behavior, employer/employee liabilities, and workforce diversity.
- **Research and development:** technological advancements, information gathering and analysis, development, and innovations.
- **Finance:** asset management, buyouts, profitability, financial analysis and management, valuation techniques, financial statements, and cash flows.
- **Economy:** economic forecasting, economic impacts of the industry.

Figure 2: Illustrates the Subject area classification [7]

Similarly, through the layers of culture, Hofstede (1994) defines the limits of culture and Schein (1985) approaches it through different subcultures. Although the work of Pizam does not offer concrete evidence to support the idea that lower-level cultures (such as organizations) must be subordinated to higher-level cultures (such as nations), the hierarchy shows a foundation for a more widely understood culture-explaining system [8]. Table 1: Illustrates the Literature on culture types. Figure 1: Illustrates the hierarchy of cultures. Table 2: Illustrates the culture types by subject domain. Figure 2: Illustrates the Subject area classification.

LITERATURE REVIEW

An analysis has been carried out on how society affects innovation? A systematic study of literature by Tian et al. The purpose of this paper is to carry out a systematic literature review of studies that have examined the effect on innovation of culture. Design/methodology/approach: In the previous 37 years, the authors conducted a systematic literature review of peer-reviewed papers (January 1980-January 2017). The authors established two culture concept clusters examined in relation to innovation, namely organizational culture and national culture, based on a total of 61 defined primary studies [7].

DISCUSSION AND CONCLUSION

This study provides useful insights into the various levels of culture covered by academic literature, by year of publication, source, subject field, study region and research nature. Some fascinating phenomena have been discovered, allowing potential research directions to be established for each level of culture. In general, on the basis of the highest-rated journals, national and corporate cultures and cross-cultural problems have dominated the area of culture and hotel management. While Groschl and Doherty (2000) claim that there are very ambiguous meanings of the boundaries between different levels of culture, the results of this study are very different. One explanation for the systematic research described here into national and organizational cultures may be that these two types of culture have been established with simple, obvious, and unique features. On the other hand, it seems that other levels of culture (industrial, occupational, and corporate cultures) are less easily distinguished and therefore less attention has been paid to them. This may also illustrate why national and organizational cultures are common subjects for academics. One suggestion is that the concept of each level of culture should be investigated by researchers and distinct boundaries or features to differentiate different levels of culture should be defined. In addition, researchers should ask whether there are other levels of culture that have not been discovered or included in the culture hierarchy yet.

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