

UNIVERSITY OF STRATHCLYDE
THE SCOTTISH HOTEL SCHOOL

CROSS CULTURAL INTERACTION
IN CHINA'S INTERNATIONAL JOINT VENTURE HOTELS
"The Impact Of Western Management Practice On Eastern Culture"

By
John Sutton B.Ed, MHCIMA

A thesis submitted in part fulfillment of the requirements for the degree of
Master of Philosophy

July 1995

Dissertation Supervisor :
Dr. Roy C. Wood

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ABSTRACT

This study investigates the environment of China's IJV hotels by examining the views of those employed in these establishments and those who use them. In doing so, it considers the potential for, and effects of, inter-cultural conflict and thus the need for cross cultural education and training from various viewpoints. Through investigation and comparison of different training mechanisms used by international hotel groups, individual hotels and state hospitality educational establishments in China, it looks at what the authorities and the hotels are doing to help counter the dramatic shortfall of hotel staff.

The empirical research provides a situational analysis of cross-cultural aspects of China's hotel business by examining the viewpoints of expatriate managers working in China's IJV hotels, and by investigating the perceptions of local Chinese front line hotel workers and supervisors on; the hotel industry as a career; their attitudes to hotel clientele; and the levels and value of education and training currently available. To assist in establishing training needs the empirical research also establishes the wants, needs and expectations of the travelling public in China with regard to hotel services

The findings of the research highlight and establish "gaps" in established provision which will allow hotel companies and training agencies to appraise current training needs and develop training profiles that will assist hotel staff in achieving levels of service in line with guests' expectations. On a corporate level, the findings provide hotel companies with an overview of the training needs of China on a national and regional basis, which should be of assistance in formulating recruitment policy. For China's hospitality educational institutions, the findings could be used to investigate the relevance and worth of existing educational curricula and enable curriculum planners to plan for the future.

KEY WORDS : CHINA; HOTELS; CULTURE; EXPATRIATES; MANAGERS; EMPLOYEES; EDUCATION & TRAINING; SERVICE, IJV COMPANIES.

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Chapter 1 - Introduction

“A Question Of Culture”

Background:

The South East Asian hotel industry is currently experiencing a situation of change brought about by rapid expansion, the multi-cultural diversity of its work force, and the divergence of international visitors using its hotel properties. Such a variance in terms of the work force and the consumer would suggest the necessity for internal changes within the region's hotels. To survive in a such a rapidly changing market place, and in order to more closely match the needs of a changing base of both staff and customer, hotels must re-consider their human resources policies; their management style and approach; their marketing strategies; and the way facilities and services are designed and provided.

Many world-wide and Asian based hotel operators are currently involved with development and expansion in the new markets of the Peoples Republic of China (PRC) and Vietnam, where recent political changes have encouraged the advancement of trade and tourism in the move towards more market orientated economies. With their contemporary history of communism, these nations have little recent experience in most service industries, and especially lack expertise in providing what has become the internationally expected standards of hospitality in their hotel developments. Consequently foreign expertise is being recruited and many Asian hotel corporations are employing western expatriates in senior management positions, and because of a

regional labour shortage at junior levels, are also attempting to transfer labour from other regions to fill these vacancies. Many of these junior employees are recruited and trained in the established economic centers of South East Asia, such as Hong Kong, Singapore and Malaysia, and are being sent abroad and required to work with and train people with markedly different cultures to their own.

Welch, Tanke, and Glover (1988) suggests that developing cultural awareness is a professional obligation for all managers in order to help them become more aware of the values, habits, customs, and lifestyle of their workforce, which must be understood to develop an effective working environment. Shames & Glover (1988) similarly state that the hotel industry is human-relations oriented, involves individuals from many ethnic backgrounds and entails a great deal of human interaction and communication. The nature or form which this interaction takes is determined by the culture or cultures of the interacting individuals. Culture determines what both the service providers and their guests perceive as needs; what and how they will communicate; what they value, and how they will react with each other. The provider enters the service experience with a predisposition to certain behaviors based on his/her own national or ethnic culture as well as the culture of the hotel he/she represents. The guests also brings similar "cultural baggage" to the experience, such as a predisposition to expect and react in culturally prescribed ways. Thus, the service experience is clearly a social meeting place which is formulated and directed by the culture of the hotel itself and those of its employees and customers. Pizam (1989:28) similarly proposes that it is the responsibility of those in the hotel industry "to understand our international visitors, to

refrain from making value judgments about their customs and values, and to provide them with the facilities and services that they need and to which they are accustomed"

Guests define service and set their own standards according to their upbringing, education and experience and these expectations on hotel service are shaped by their own culture. They demand service on their own terms. If their expectations are met, they pronounce the service "good". Although a hotel may be ranked as a "five star" hotel, if the service does not accord with guests' culturally shaped expectations, they will be unimpressed and dissatisfied with the service experience and organization.

Shames & Glover (1988) also suggest that managing a service organization involves managing people and their culture. Differences in the cultural background may cause miscommunication, misunderstanding and dissatisfaction among staff members.

Culturally aware managers should recognize the impact of culture on their workforce, guests and operation. For them, understanding the culture differences is an integral and essential part of hotel management.

A Changing Market.

Hong Kong, where east meets west, is one of the worlds leading commercial centers, a recognized tourist destination, the leading trade portal for the Asia Pacific region and the regional corporate base for many of the international hotel companies operating within South East Asia. With a resident population of 6.2 million, it attracts annually an equal number of foreign visitors. These visitors spent in excess of HK\$42,000m in 1992 (Hong Kong Tourist Association [HKTA]- Annals Of Statistics 1993). Figures

compiled over the last decade suggest an average annual increase of 25% in visitor spending for the region as against a world average of 18% (World Tourism Organization [WTO] - Yearbook 1992). Similarly, the growth of the tourism industry in the People's Republic of China has expanded beyond the expectations of even the best Chinese prediction. Nineteen eighty one saw the number of tourist arrivals to China at 7.75 million, tourists who spent US\$785 million. Ten years later, these figures had increased to 33.35 million, with the associated revenue at US\$2.845 billion. This was in spite of the large drop in tourists following the Tianenmen Square incident of June 4 1989. Of this US\$2.845 billion, visitor spending on accommodation within China in 1991 accounted for 22.2% of the total tourism receipts, indicating that in that year, visitors spent a little over US\$631.5 million on hotel rooms. (China National Tourist Administration {CNTA} 1992).

This places the tourism and hospitality industry as the second largest earner of foreign exchange in South East Asia. Over 50% of visitor spending is used on hotel bills, restaurant meals and entertainment (HKTA - Annals Of Statistics 1993). In this respect the region has attracted, and still is attracting massive development within the hospitality sector. While statistical predictions indicate a growth market for the industry, it is becoming apparent that the make up of this market is changing. Arrival and destination surveys (HKTA - Annals Of Statistics 1993) show a decrease in occidental visitors and a growth in oriental visitors, and a related change in spending patterns. In 1992 spending by South East Asian visitors increased by 28% over the previous year, and in the same year this sector accounted for over 56% of visitor arrivals (HKTA - Annals Of Statistics 1993). Current figures (HKTA - Annals Of

Statistics 1993) also show a slight down trend in average length of stay from 3.6 nights in 1980 to 3.4 nights in 1992; a decrease in occupancy rates of the deluxe hotels; i.e. 92% in 1988 to 79% in 1992; and a subsequent increase in the lower price category of hotels; i.e. 76% in 1988 to 84% in 1992. This would imply a movement away from the prevailing market level towards a more middle market level and price grouping. Such changes in the customer base indicates a change in the wants, needs and expectations of the consumer, and suggest that alterations are necessary to the provision currently offered. Much of the development in the hospitality industry is financed by western organizations, who impose their own standard operational procedure, or, by Asian organizations, who in turn recruit and employ western management expertise to operate their outlets. Reynolds (1990:3-5) illustrates a growth of Asian holdings within the region. However he clearly states that ;

“whilst the preferred method of involvement is by equity, the majority of these concerns employ western expertise to operate their properties, utilizing management contract and franchising concepts”.

Consequently, hospitality operations in Hong Kong display a management style, practice and philosophy which are predominantly occidental, while both the labour force, up to supervisory and middle management levels, and the prevalent customer base, are overwhelmingly oriental. This situation is repeated in similar socio-economic communities in South East Asia such as Singapore, Malaysia and Taiwan, and is apparent in the developing regional economies of the Philippines, Korea, Vietnam and the PRC. These developing economies perceive the need for western assistance, particularly in the form of capital investment, in developing their tourism and

hospitality industries, and are often willing to give such investors carte blanche within the areas of hotel design and operational procedures. Such practices can inhibit these industries developing along local lines and according to local tradition and culture and are likely to encourage the perpetuation of western concepts, management style and philosophy. It is likely that hotel companies operating in this region originally imported western standards to meet the needs of their predominantly western customer base of that time, but the practice is still current despite the apparent shift in the market. Traditionally many hotels in the region have established a reputation for luxurious surroundings and high quality in their operational criteria. Indeed, several of South East Asia's hotels have regularly been listed by a number of trade magazines, credit card companies and commercial publications as amongst the "Worlds Top Ten" hotels. Whilst this achievement of quality may reflect the standards of western management practice, it may equally reflect the traditions of cheap labour in terms of an established colonial workforce, and, by current western standards, an exceptionally high staff: guest ratio.

With the current world wide economic recession slowly beginning to affect both the developing and the established economies of South East Asia, global economic pressures are eroding the advantages of a low-cost labour force, particularly in the more developed Asian centers. Consequently, the industry is beginning to face recessionary problems such as changing market levels, a decline in occupancy rates, escalating wage costs and labour shortages, both in the skilled and the semi-skilled sectors. These factors, coupled with the political unrest in Hong Kong prior to the 1997 change and a variety of other cultural, political and ethnic concerns, are

contributing to an undercurrent of difficulty and conflict within the industry in many parts of South East Asia.

National Culture.

Most of the countries making up the area known as South East Asia have long established traditions of hospitality. Similarly they have well defined cultures, which often preceded western erudition by many centuries. The concept of hospitality is perceived differently by the local inhabitants than by western practitioners and managers who are operating within the industry. Likewise, the needs of the local Asian visitor are very different to those of their western counterpart. Where indigenous companies operate within the region, there appears to be a clear distinction between the structure, character and provision in these companies and those found in organizations to whom South East Asia is a host. Clearly in these instances, cultural significance is assimilated within the organization. Hofstede and Bond (1988) define culture as being : " the collective programming of the mind that distinguishes the members of one category of people from those of another". In accepting this definition, one must concede that the populace of South East Asia have very different attitudes, values, beliefs, habits and convictions to those of their western counterparts, and that these fundamental beliefs have an influence on behavior. Culture has a definite bearing on consumer expectations, but exerts an equal force on employees within the industry, and on their relationships with Asian colleagues, western managers, and international travelers. Hofstede (1989) professes that cultural awareness is one of the "subtle features of competition in world markets, and firms which are better at it have a distinct advantage over their competitors".

By its very nature 'internationalization' often infers standardization, and whilst this may be acceptable in western cultures whose roots tend to derive from similar origins, it is apparent that in a variety of scenarios, the western concept of what such standards should be, is less than acceptable in many oriental cultures. Boella (1990:87) states:

“How hospitality companies demonstrate or develop cultural awareness varies considerably. In many cases nothing whatever is done to accommodate the needs of other cultures”.

For a variety of reasons, the hospitality and tourism industries of many South East Asian countries have adopted western methods of management and operational style, and those employed within these industries have acceded to western management practice. However, it is highly debatable just how implicit this apparent compliance with westernisation actually is. It would seem that many orientals pay only token homage to such a force, preferring their own familiar and established perceptions, customs and reality. Centuries of Mandarin rule established a highly bureaucratic system in China, which still exists within the PRC and Taiwan today. This system is very different to the western bureaucracies to which occidental management are accustomed. Similarly, Confucianism and Taoism still exert great influence on the daily lives of many orientals, and such philosophies are diametrically opposed to western logic and thinking. Confucius evolved the 'Pao-Chia' system of mutual responsibility. Pao-Chia is a philosophy which encourages restraint of individual desires, and the equitable distribution of resources throughout the community. Individuals are held to be responsible for each other within a household, and families are responsible for one another within the community. This ideology forms the basis

for the collectivist way of life prevalent in China today. Confucian teachings uphold the beliefs that people must exist in relationship and harmony with others, that one is a relational being, whose life is situated in, and constrained by an interactive context. This attitude contrasts markedly with that of the influential western concept of anomic individualism, whereby the individual is markedly more self sufficient and self centered. In such regions as Hong Kong , Singapore, the Philippines, Indonesia and Malaysia, colonialism has imposed a further set of conflicting rules and perpetuating a hybrid system which is difficult for either culture to fully assimilate. Further difficulties persist in multi-cultural societies, such as Malaysia , the Philippines, parts of mainland China and Thailand, particularly where religious and language differences prevail. Additional factors of history, precedence and social norms all pose problems for the unfamiliar in the areas of communication, perception, consideration and cognizance.

Earlier research by Hofstede(1980), into whether American management theories apply abroad, identifies four key dimensions of national culture, which are ranked on a scale from high to low, and which help to categorize, distinguish and describe the cultural differences between ethnic groups. The four dimensions are categorized as; (i) power - distance ; (ii) uncertainty - avoidance; (iii) individualism -collectivism ; (iv) masculinity - femininity. His work illustrates the essential differences between national cultures, and clarifies the major contrasts between eastern and western cultures.

Hofstede places South East Asian characteristics in the categories of : "high power distance / low uncertainty avoidance / low individualism / medium masculinity". In contrast, western characteristics are categorized as : "low power distance / medium uncertainty avoidance / high individualism/ high masculinity". When applied to cross-

cultural interaction, Hofstede's principles can identify potential strengths and weaknesses in recruiting and situating personnel, and can give insight into the cultural traits of foreign competition, colleagues and workforce, thus assisting with negotiation, application of principles and better understanding.

Hymer, (1976) proposed that local firms have better information about the economic environment in their country than do foreign companies. Similarly they have an inherent awareness of cultural patterns. Reynolds (1990) shows that in comparison with local competition, overseas firms have additional costs arising from cultural, legal, institutional and linguistic differences. He goes on to imply that foreign concerns have an advantage over local companies only when the majority of their customers are from their own country, and this premise has equal implications for assessing cultural differences in the workplace. If his assumption is correct, then, with the current reversal in market trends, it is probable that western management values and principles are disadvantaged. Simply to impose western practice and principles on an extrinsic cultural situation is a stimulus for conflict. Thus, an understanding of the role culture plays within the tourism and hospitality industry is important from many perspectives. There are several areas which need to be considered, for example, conflicting forces within corporate cultures, societal and ideological issues, infrastructure and technological aspects, indigenous organizational systems, situational and behavioral patterns and the needs of the visitor. Companies and managers operating in an unfamiliar culture are more likely to be successful if these differences are anticipated and taken into account.

Corporate Culture.

As the trend towards globalization continues and as South East Asia continues to be a major focal point for external investment, technology transfer and export-orientated business growth cultural issues are becoming more important. Culture is affecting business in a multi-dimensional manner. National culture is having an impact on corporate culture, with concerns over human resources management, such as equal opportunities in career development, salary, benefits and incentives. From a strategic planning viewpoint, national culture can also affect the development of organizational policies within an international concern. The concept of national culture derives from assumptions regarding relationships with the environment, as well as relationships amongst people. Since the use of information is embedded in social norms, these assumptions influence how information is gathered and interpreted within an organisation. Policy decisions require the identification and prioritization of strategic issues, and involve scanning, selecting, interpreting and validating information and ideally this needs to be related to local markets and conditions. The broad models of strategy formulation - a top-down or a bottom-up process - are strongly influenced by the existing models within a nation's own culture and expatriate managers need to recognize that different countries approach strategic planning in different ways. The responses and repercussions of a host culture and workforce may be better anticipated by understanding how such issues are perceived and interpreted. An understanding of some of the aspects of inter-cultural interaction is an important step in adapting to and confronting the increasing complexity caused by a variety of situations. Corporate concerns are experiencing a growing proportion of international employees and many

western societies are similarly attracting an increasing number of overseas students and migrant workers. These factors, coupled with the current popularity of international acquisitions, joint venture schemes, increasing international interaction, and disproportionate trade deficits, have the effect of forcing such institutions to rapidly learn how to interact and communicate with a greater variety of cultures.

Some of the most common differences between cultural groups are in their perceptions of values and priorities. For example, the value of time in dealing with current, past and future events are often visualized in different terms; personal space in interactions holds different priorities; different cultural groups place dissimilar emphasis on material possessions, and on personal achievement, competitiveness, and social behaviour.

Ethnocentric attitudes often take the form of stereotyping, and whilst cultural patterns may be inherent they should not be regarded as absolute. To minimize the mistakes and misunderstandings in inter-cultural relationships from this type of outlook, a high degree of flexibility and sincerity are important. Inter-cultural socialization involves an awareness of the other culture's habits, actions, and reasons for behaviour, and in order to establish good working relationships with a culturally dissimilar workforce or business associate, expatriate managers need to take the time to learn about their prospective business partners, their local employees and the local style of management.

Management styles and culture are joined by many subtle, and important links.

Different people will perceive and attribute different meanings to the formal structure of organizations, as related to their own cultural background. When a business is expanding overseas, an awareness of such perceptual differences is essential.

Culture encompasses a group of people who are conditioned by the same education and life experiences. In a sense of mental programming, culture can be very difficult to change. Although the structure of organizations may appear to have the same objective dimensions, the meaning of these structures may be very different to their respective members. A conceptual framework built on Hofstede's (1980), four dimensions of national culture, makes it possible to understand where and to what extent western theories can be applied successfully elsewhere. Management can influence many elements of a company's culture; indeed all members of an organisation exert a certain amount of influence on the corporate culture. In doing so, according to Woods (1989), they bring in elements of their own national cultural traditions. His research has shown that there is a relationship between corporate culture and corporate success, and if this is the case, then it is essential that the effects of national culture on corporate culture and corporate strategy be accounted for. Corporate culture, akin to a national or local culture, is made up of the values, norms, feelings, hopes and aspirations of the members of that organisation. The functions of such cultures are to transmit learning, unite the organisation, provide meaning to organisation members, and handle strong emotions. Culture can differ among and within organizations, and will vary along such dimensions as; strength, persuasiveness, direction and content.

An awareness of the stories and myths that develop within a concern will assist managers in understanding local variations of corporate culture. For example, typical factors are; internal symbols and their meaning, hero myths, corporate taboos and rites

of passage. In order to cultivate an effective operational management style on a local basis, it is becoming apparent that expatriate managers need to understand the relationships between national and regional cultural characteristics, and the localized variations of the corporate culture.

Cross Cultural Interaction.

An evaluation of the literature on cross-cultural aspects of management style reveals two main themes. One theme asserts that the management style adopted in a specific society is determined by the level of technology, or by the general state of development of that society. The other main theme claims that the specific culture of a society is a dominant factor in management style, and that management will retain its own unique cultural identity even as society develops. It seems likely that both themes have some validity and that management style is a function of industrialization but is tempered by cultural characteristics. Opinions also vary on the success of the cross-cultural transfer of management approaches and organizational techniques, and there is disagreement about whether a national culture has a dominant influence on managerial and organizational culture. What is apparent is that western managers operating in foreign countries have a different cultural framework, and apply skills, techniques and approaches to situations based on that framework. Swierczek (1989) in his research, indicates that these factors are most significant in interactive situations such as communications, conflict resolution and interpersonal relationships, where they are most likely to cause friction. Expatriate managers need to recognize that there are differences in circumstances, and should not attempt to force techniques that will not fit. As a simple example, it would be advantageous to most western business people if

they appreciated the fact that foreign business people visualize them in a different way than they see themselves. For example, Asian managers are often unimpressed by the informal style, the instant use of first names or the open door policy that many western executives adopt. Similarly, they may be confused by the low tolerance of silence displayed in a business meeting. Other common criticisms are that westerners live too much in the present, put too much emphasis on short term goals and do not make long term commitments for the future. The western concept that their approach is always correct is questioned by Bowker (1988:8) president of Western International Personnel Association, who asserts that : "western expatriate managers need to dispel the notion that the western approach is the right one for every country and situation " .

Those expatriate managers with firmly entrenched backgrounds of their own national and corporate culture, often have problems in adapting to foreign assignments with resulting high failure rates. Elmer, (1989:27) Human Resources Director of the multinational concern Motorola, claims that:

“The most important cross-cultural concern is dealing with the cultural adaptation issues: the adequate preparation of expatriate managers and their families for the shock of life outside of their home environment " .

However, the replacement of expatriate managers with local nationals is seldom perceived by parent companies as being a cost effective alternative. Localization can result in costs of training and familiarizing local managers with corporate objectives and policy, with their identification of global strategies and organisation, and also with implementing local control systems as opposed to utilizing standardized corporate

procedures. It can also be argued that expatriate managers help long-term localization by assisting local managers in identification with the corporation as a whole, by developing knowledge, by helping internationalize local managers, and by helping to spread and institutionalize the corporate culture. This raises the question of whether or not most expatriate managers see their primary function as that of a manager or as that of a trainer. If current policies of globalization are to be successful, then the local managers knowledge of his own culture, and the procedures necessary to operate in such a market place, must have a value to an organization.

Globalization

A global enterprise operates without the constraints or traditions of national boundaries and seeks to compete in any high-potential market place. In its evolution towards a global corporation, an organisation passes through the stages of domestic enterprise, exporter, and finally becomes an international or multi-national corporation. In this process, the organisation must develop human resources that can meet the complex conditions of globalization. The leadership development requirements of a company evolving towards global perspectives should include the management of environmental scanning , competitive strategy, organizational versatility, teams and alliances, change and chaos and personal effectiveness.

This will require challenge and change in areas of recruitment, training, control, personnel incentives and appraisal systems. These factors should ideally come to terms with the problems of localization and include policies and provisions for local staff to develop and compete on equal terms with expatriates. Dealing with the globalization

of markets poses many difficult questions and choices for companies. Both external business forces and internal organizational factors must be considered. External business forces revolve around interaction between the major participants and the different ways in which a business can be global. Internal organizational factors play a major role in determining how well a firm can implement a global strategy. There are five major dimensions of globalization ; high cost investment in major markets; standardizing the core product; concentrating value adding activities in a few countries; adopting a uniform market position and marketing mix; and integrating a competitive strategy across countries. Similarly, four factors affect the firm's ability to develop and implement a global strategy, these are: organisation structure ; management process; people and culture. A common mistake is to ignore one or more of these factors, particularly the less tangible ones such as culture.

Similarly the processes of standardizing policy and procedure require careful consideration. No firm can effectively operate on a global scale by centralizing all key decisions and then farming these out for implementation. The conditions of each regional market are too varied, the nuances of competition too complex and the changes in climate too subtle and too quick for long-distance management. The most successful global competitors run operations through a network of regional organizations; this keeps managers close to key markets and customers. This approach can only work when the strong pull of local interests and concerns can be offset by an equally strong set of values that all the firm's managers share. These values are an important part of the cultural environment in which any global firm tries to root its distance operations, and local cultural influences need to be assimilated in their

development. Everyone in management needs to understand the effects of globalization, and to appreciate the different ways that businesses are reacting to globalization. Some see it as a threat and are trying to rebuff the trend through protectionism. Adler (1989:521) suggests that; "successful globalization requires the knowledge, awareness and skills to negotiate in different cultures". The process of globalization means that many managers are increasingly operating in different cultural arenas, and such key executives need to develop adaptable and flexible skills if they are to operate successfully away from their home environment. Good communications and good personal relationships are the essential routes to success in all cultural environments, but other skills that should be emphasized include:

- a) Conceptual skills which help managers to see the whole picture.
- b) Delegation skills which help in saving time and in training and motivating subordinates.
- c) Conflict management skills which can encourage opposition from subordinates.
- d) Time management skills which can stress the ability needed to balance the needs of the job with those of the managers role in society
- e) Change agent skills which are essential in helping to introduce change, managing resistance to change, and in understanding the process of change and its possible consequences.

Cross-Cultural Management.

With the sharp rise in the economic systems of South East Asian nations, and the subsequent decline in western economies, there is interest in identifying cause and effect relationships in the contrasting management styles. These can be reviewed

under two broad categories, corporate environment and corporate characteristics. The eastern corporate environment as modeled by Japan, the regions most successful industrial country to date, is distinguished by a facilitating culture, the notion of government by the people, government support for research and development, domestic market protection, a targeted industry strategy, a market share policy and the existence of huge firms that dominate every industrial category. Corporate characteristics of such firms include the emphasis on people as the greatest corporate asset, humanistic management practices, worker loyalty, lifetime employment, and slow but established, evaluation and promotional processes.

In addition to the economic decline in the west, both western societies and their corporate concerns are experiencing a cultural crisis. In this context, the east may function as a source of inspiration for the renewal of the west. Four recent developments in the west that have been influenced by the east are the aspect of turning east - the emerging guru-ism of Asian cultures; the adoption of Japanese management culture and systems; the current debate between western science and eastern philosophies; and the associated growing need for spirituality. Such cultural influences from the east are still undercurrents, even though the east is no longer considered exotic, but are becoming more of an issue both in society and business. Decades ago, Japan imitated western industrial products, now it appears that the west is beginning to imitate Japanese management technology. However, there are a number of barriers that inhibit the transfer of successful eastern management styles into western corporate cultures, whether they are operating at home or overseas. These barriers are often psychological and come from preconceived notions of how to

manage. The first such barrier is the apparent western fixation with accomplishing everything in the shortest possible time and the constant search for the instant solution to a problem. Another is the apparent obsession with complexity, as westerners often seem to have a distrust of the simple solution. Further problems involve the hierarchical organizational structures and the degree of job specialism as in the west there is a much greater acceptance of diversity in the workplace. Barriers also arise from the western habit of not moving problem solving down to the organizational level where they are best resolved. In eastern cultures problem solving is not perceived as just a management responsibility, but rather a shared task.

Expatriate managers must understand that the 'way of life' and value systems that operate in the east are largely formed from interpersonal relationships and social orientation. Examples of similar eastern cultural factors that reflect in the workplace, and have a concrete effect on the development of a corporate culture are illustrated by the concepts of '*wa*', '*guanxi*', and '*inhwa*'. In Japan '*wa*' refers to the value that is placed on group loyalty and consensus. It is translated as the search for, or the existence of, mutual cooperation, so that a group's members can devote their total energies to attaining group goals. *Wa* is so pervasive that the Japanese prefer, and often insist, that all business dealings occur amongst friends. '*Guanxi*' is a major dynamic in Chinese society, and refers to the special relationships two persons have with each other. It is friendship with overtones of unlimited exchange of favours, which tends to favour the weaker member. Such a force has considerable influence in facilitating business transactions, especially when dealing with bureaucracy. The

concept of 'Inhwa' in Korea, stresses the harmony between unequals, and can be used to link persons of unequal rank, prestige and power.

Other significant differences between the eastern and western ideals of values, priorities and way of life also need to be accounted for. One classification of Chinese cultural values by Kluckhohn and Strodtbeck (1961), divides these into five orientations, some of which have considerable impact in business. The 'man-to-nature' orientation shows that the Chinese usually attribute failure of products or services to fate rather than to the company from whom the product was purchased, or even the manufacturer. The 'man-to-himself' orientation emphasizes the value of abasement in sales force management; off duty personal behaviour is highly important to the firm's image and its effectiveness. Also of importance are the aspects of informal channels of communication in Chinese society, brand loyalty, the small social circles, and the importance of the extended family. The 'time' orientation re-emphasizes the values of past-time orientation and continuity that tend to make the Chinese so brand loyal. Finally, the Chinese 'activity' orientation involves not complaining about products or services, slowly accepting new fashions, and being risk averse.

Market Potential In The PRC.

Despite the influences of culture and the difficulties that these may impose for the foreign investor, the PRC can provide excellent investment opportunities for hospitality companies, if those companies pursue strategies built upon experiences gained in other developing countries, and by the pioneers of similar joint venture schemes in China. These can be summarized as follows ; start small, establish limited

goals that are feasible in China, establish solid, long term training programmes, involve seasoned expatriates who have substantial shop floor experience, invest in training Chinese personnel overseas, establish rapport and ongoing personal relationships with the bureaucrats who set and administer the rules for foreign investors and begin early on import substitution and export development

There are still problems, as by international standards productivity in the PRC is low. The major problems affecting productivity and organizational performance lie in five main areas; organizational structure and responsibility; management skills and succession issues; communist party versus external management relationships; operational problems such as quality, safety, and materials flow; and the motivation and discipline of labour. The culture of China seems to have four principle features that affect organizations, which may stem from both the traditional Confucian beliefs and from the subsequent impact of over fifty years of communist rule. These can be classified as; a continued respect for age and hierarchy; a belief in group orientation as opposed to individualism; the Asian concept of face, i.e. the recognition by others of an individual's social standing and position; and the importance of relationships in all aspects of life. Such cultural attributes can reinforce management problems stemming from a planned economy, and can undermine the legitimacy of formal organisation.

In the last decade the South East Asia region has become one of the most dynamic and successful areas in the world in its tourism and hotel development. China is now contributing to this continued success and is rapidly developing it's tourism potential.

For this boom to continue, radical change is needed, some of which is in the sphere of cultural awareness and in future development along culturally significant paths. The effects of the strong cultural influences and attributes displayed in this region, may indicate that the current orientation of management methods towards western practice may not always have the desired effect in achieving or sustaining this growth.

Service Management In China's Hotels

It would seem to be the case in China's hospitality industry that the service ethos required to run a successful hotel operation is in direct conflict with local cultural expectations which have been influenced by such factors as; Confucianism, the contemporary history of communism, the lack of recent experience in the service industries, the lack of infra-structure and modern technology, and the apparent lack of management training and expertise in providing what has become the internationally expected standards of hospitality in their hotel developments. Many authorities consider that China's hotel and tourism industry is in bad shape. For example, Gluckman (1993:61) writes:

"China has for years been considered a hoteliers' hell. Room rates and occupancy tumbled in June 1989, and the recovery has been hampered by lackluster tourist service, severely over booked airlines, and a glut of new hotels that opened during the worst slump years. Those hotels had begun construction in the 1980's when the Middle Kingdom struggled to create an international-class hotel circuit overnight."

In 1988 the China National Tourist Administration (CNTA) introduced a five-star grading system of international tourist hotels. The aims of the scheme are to enhance the quality of management, to improve standards, to protect the interests of consumers, travel companies and hoteliers; and to make China's tourist hotels reflect Chinese characteristics whilst meeting international standards. The programme, operated and policed by the National Hotel Evaluation Committee (NHEC) is still as yet far from complete. Grading is given after evaluation in six key areas; Architecture and Design; Facilities; Maintenance; Sanitation And Hygiene; Service Levels & Service Quality; And Customer Satisfaction. The scheme has its critics who have commented that bureaucracy and variances in standards between regional NHEC committees have prejudiced the system, and that NHEC 5-star standards are not comparable with international expectations and norms. Cullen (1988) for example, comments that China's major problem in developing a viable international hotel industry would seem to be in these very area of service and standards, and states that while there are some exceptions, few of the hotel or restaurant employees in the Peoples' Republic of China have any idea of international standards - mediocre food, facilities and service are common. Cook (1989), blames a variety of factors for the problems and delays in developing the industry, amongst these are the infrastructure, poor communications systems, lack of national investment, poor sanitation, and lack of training and education. He argues that "the lack of adequate training and vocational schools, government funding, and a western-style real estate industry inhibits the growth of the Chinese tourism industry." (1989:64)

This attempt to create an "international-class hotel circuit " comes at a time when service has come to assume a pre-eminent goal, and with books like Albrecht and Zemke's, "Service America," and Shames and Glover's, "World Class Service" providing a role model, the service ethos in the hotel industry has taken a very strong hold with both consumer and practitioners. As previously stated, Shames and Glover note that in the delivery of service, particularly "world-class service" - the cultures of the service providers, consumers, operating unit and community must all be considered. This statement has high relevance for developing countries, who of necessity need to use over-seas investment, technology and expatriate managers to provide the initial impetus for development.

The People's Republic of China, as one of those developing countries, and will find it increasingly necessary to have a trained and competent work force for its hospitality industry. Cook's argument (op cit.) that it is the lack of adequate training and vocational schools that inhibits the growth of the Chinese tourism industry, is supported by many practitioners and industrialists. Like the hotel industry, management training in China's universities and vocational training schools is a relatively new product, and this lack of applied managerial skill is perhaps justly considered as a product of the 30 years of hard line communist rule. However since the death of Chairman Mao, there has been a strong movement to re-introduce management education and training into the educational system, particularly over the last decade. Deng's "Four Modernization's" policies advocated and encouraged this, and advanced management training is slowly become more established. Specialist and vocationally-based training specific to the hospitality industry is less established, and

much of the initial training has, and still is, being provided by the hotel companies themselves. Hotel schools are developing, but have poor resources, inexperienced teaching staff, and limited financial support from national and regional government. Prior to 1978, the only available courses associated with the hospitality industries offered within China's educational institutions were craft level courses of a culinary nature, focusing on the production and preparation of traditional Chinese cuisine.

In a recent study of hospitality and tourism education within the Peoples Republic of China, Zhao (1991) identified a substantial growth in the number of institutions offering a variety of courses related to these industries. Currently, there are 271 vocational schools, offering basic hotel and catering education as a cross-curricular activity; 14 secondary professional schools offering supervisory level industrial education and training; and, 69 institutions of higher education, offering a variety of courses from two year diploma courses to four year degree programmes. These institutions have a combined enrollment of some 51,000 students, almost doubling the number of formally trained staff produced in the 1980-89 era. However when compared to the increase in hotel provision during the same period, and the enormous potential China has for future development, then it is apparent that such provision is still inadequate (China National Tourism Administration 1992). The existing provisions for training hotel staff are therefore inadequate, and there also appears to be distinct variation between course content from one institution to another, and according to both academic (Tao and Chang 1989) and industrial sources (Holiday Inns, Shangri La Hotels International, Sheraton), the context of the education and training provided has insufficient relevance to the requirements of an industry which is

both service oriented and developing along modern technological routes. Much of the familiarization with both people skills and hi-tech equipment is necessarily done "in - house" by the hotel companies, thus developing a small strata of well trained front line staff.

It is necessary to train people working in the hotel industry to be both job proficient and culturally sensitive, and this is of particular relevance to the expatriate manager working in the industry. If managers of hotels are sensitized to cultural differences between their home and host countries, they will appreciate the uniqueness of the of the people in the host countries. Managers may then seek to make allowance for such factors when communicating with, and training local employees. It is expected that through certain training experiences, expatriate managers could become more broad minded about cultural differences. Hence, if managers themselves are culturally sensitive, they will be able to adapt and adjust their expectations and collaborate more effectively with local employees.

The information and skills to cope with people with different cultural backgrounds have not traditionally formed part of the hotelier's tool kit. Not surprisingly, a significant number of hotel managers persist in setting service standards, marketing their hotel products and managing staff without regard to cultural differences, preferences and sensitivities, and this in turn reflects on the standards experienced by the customer. "These managers are unfortunately missing opportunities, undermining their effectiveness, and failing to deliver world-class service". (Shames & Glover, 1988:4).

Because cultural attitudes are difficult to change, it is unrealistic to expect employees in the hotel industry to make rapid changes. Gradual introduction to these changes through both in-house and institutional education and training systems is likely to be the most effective approach in providing China with a “world class” hotel industry.

The Research Problem

From the above discussion, there appear to be several inter-related issues and problems that encroach upon the provision and delivery of world class service in China’s hotels, which can be summarized as:

- a) a known increase in the need for highly trained and skilled hotel operatives as related to the current lack of educational provision and to the level, quality and amount of available state education and hotel operators in-house training programmes;
- b) the inter-cultural aspects of staff / management and staff / customer relationships fostered by the imposition of western management practice on a developing industry and as enforced by expatriate management demanding non traditional and culturally conflicting values from their staff , as opposed to allowing natural development through the implementation of traditional cultural values;
- c) the effect of traditional cultural influences on the students' / trainees’ approach to learning; and
- d) the lack of communication between practitioners and academics, as to needs and wants for future education and development.

In brief, the objectives of this research are to determine the levels of compatibility and the cultural impact of “*foreign*” corporate policy and decision making, as it relates to prevailing operational, training and human resources policies in China’s hotels; with what is actually wanted and needed by the local practitioners of China’s developing hotel industry. This study will attempt to investigate and answer the following questions :

- a) What influence does traditional Chinese culture have on the attitudes of hotel workers in China?
- b) Does the concept of equality, encouraged by the cultural standards of the 1947 revolution, create problems in the management of hotels?
- c) Is the current example of management practice and training western biased, and, therefore irrelevant to the needs of China’s hotels?
- d) Is the training in hotel management currently offered in China, unsystematic, and unrelated to the needs of the Chinese hotel industry?

Methodology In Brief

The methodology to be employed in this research will comprise of,

1. literary research.
2. a brief analysis of the information provided by the Chinese Government on its tertiary educational institutions, which specifically teach or train hotel operatives, and a comparison with courses offered by similar establishments in the West.

3. a survey questionnaire to be conducted with regard to the expectations and needs of local Chinese, Western and other Asian hotel guests, to ascertain whether the product being offered by hotels in China is relevant to its market.
4. a second survey to be conducted to ascertain the attitudes and perceptions which Chinese staff have towards the hotel industry and its customers.
5. interviews with local industrial practitioners in Hong Kong & China

Once an assessment has been made of the training and educational requirements of the hotel industry in China, and the relevance of the educational provision, the second part of the work will examine alternative methods of imparting skills and knowledge to hospitality students and trainees.

Chapter 2 - Background And Theoretical Framework

“China Past : Towards An Understanding Of Chinese Culture”

A Brief Historical Background

In order to better understand the Chinese personality it is necessary to look at the history of the Chinese people and at how their socialization and culture has developed. The crowding of people into a small area, as we see in most of China's cities, is nothing new in China's history. During the Han Dynasty, which historically occurred at the same time period as the Roman Empire , one found a population of some sixty million people, most of whom lived in northern China congregating in tight walled communities. As Reischauer and Fairbank (1958:287-288) state :

"Throughout their history the Chinese have habitually lived close-packed in their social and family relationships. It is this closeness of the community and the analects or profound sayings of Confucian philosophy that has had the greatest impact on the establishment of the Chinese social structure and culture that we now see today " .

The absorption of culture has little to do with genetic transference, but is more to do with place and time. Culture is an acquisition of social programming which is established from the moment we are born, and is conducted by those who are around us. One of the greatest influences on Chinese culture and thought was Confucius. He was born in the town of Chou, a part of the kingdom of Lu, in 551 BC., and was to become known for his wisdom. Confucius lived during a time of political upheaval, and with the changing fortunes of different political factions, found himself in and out

of political favour. These unsettling times caused Confucius to develop the *Pao-Chia* system of mutual responsibility as a way of achieving social harmony. Individuals were responsible for the others within a household, and families were responsible for one another within a community. The principles of Confucian teachings, which still hold good today for most Chinese, give little thought to the theoretical concepts behind social disorder or to the questioning of the greater inequalities of life, but rather they advocate a requirement to contemplate all aspects of life, with the aim of personal enlightenment through developing one's individual nature, which should be achieved by contributing to social harmony and a good society. This respect for mutual responsibility was to become totally ingrained into the Chinese way of life, partially because of the agrarian background from which most of the population came. Chinese peasants lived at subsistence level, and as Bond and Kwang-kuo (1986:53), state, "their livelihood became even more precarious in years of famine when a great portion of China's huge population faced starvation". The basis of China's collectivist way of life developed because the hardships of life, which were faced daily, predisposed Chinese peasants to accept Confucian philosophy. A philosophy which encouraged restraint over one's individual desires, and the equitable distribution of those resources which the community possessed. Fundamental Confucianism states, in the analects under the topic "*To learn* " :

Zeng zi said: "Every day I examine myself on three things: Have I done my best in doing things for another man? Have I been trustworthy in my dealings with friends? Have I failed to revise what the Master (Confucius) had taught me?"

(Translation: Tsai Chih Chung, 1989 Ch.1, para 4.)

The implications of such teachings illustrates the concept that people must exist in relationship and harmony with others, that they are relational beings, whose lives are situated and constrained within an interactive context. This attitude being directly opposite to that of the influential western concept of anomic individualism. The emphasis on individualism and collectivism is a fundamental difference between east and west, and reflects how life can be viewed from different perspectives. Bond and Kwang-kuo (1986:56-57), quote Hofstede's description of collectivism versus individualism :

" Individualism stands for a preference for a loosely knit social framework in society wherein individuals are supposed to take care of themselves and their immediate families only. Its opposite, Collectivism, stands for a preference for a tightly knit social framework in which individuals can expect their relatives, clan, or other in-group to look after them in exchange for unquestioning loyalty (it will be clear that the word 'Collectivism' is not used here to describe any particular political system). The fundamental issue addressed by this dimension is the degree of interdependence a society maintains among individuals. It relates to people's self-concept: 'I' or 'we'."

For example, the Chinese view of education is as a means for the student to progress and succeed in order to raise the status of the whole "family", whilst in the west, the student tends to work for him or herself, and the individual rewards that come with success. Under Confucian philosophy, five relationships were accorded a status of prime importance. These five Cardinal Relations (wu lun) are the relationship between

ruler and subject, father and son, husband and wife, elder brother and younger brother, and friend and friend. The reason that great importance is given to these relationships is that they demand unswerving loyalty from one person to another. Except for the friend/friend relationship, where the loyalty is mutual, all of the others require loyalty to be given from a person on the lower level of the hierarchical scale to the one on the higher level. For example, from subject to ruler, wife to husband and so on. In return for this loyalty, the hierarchical senior will guide and protect the lesser person. It is interesting to note that three of the five relationships are determined by kinship.

Because of this we can see how China's ethical system has tended to be family centered and specific, rather than emulate the western system of universality with orientation towards the state or to God. The Confucian representation of "Jen", or kindness, to all, ensured the harmony of the society and prevented this collapsing into a state of anarchy. To maintain this tight family control, parents place great emphasis on moral training, proper conduct and the acceptance of social obligations this being in contrast to the lack of emphasis being placed on independence, assertiveness and creativity. In his work, Ho (1986) stated that Chinese parents tend to be highly concerned with impulse control, to the extent that a child's adventurous and exploratory spirit is very much discouraged. This firmness of discipline is continued into the areas of behaviour, where sex training and the control of aggression tends to be severe. This reinforces general behaviour patterns and produces individuals who are apt to be physically non-aggressive, in particular aggression towards a figure of authority is rarely expressed. For example, the teacher, the leader and the employer are seen as authoritative figures who are automatically given respect. From this, it can be seen that the traditional

collectivist Chinese society is very different from the individualistic society which has emerged in the west. This is not to imply that such a social system is in any way inferior, only that it is different. The misunderstanding of such differences is contributory to many of the problems that western managers have in their dealings with Chinese staff, and in most instances it is not the individual that is the problem, but merely his or her way of reacting to the authority figure.

Chinese Cognitive Patterns

In considering Chinese employees, and attempting to recognize how they differ from their western counterpart, an attempt must be made to understand how the Chinese people think. Having looked briefly at the history of the Chinese people, and the closeness and influence of the family, it is necessary to explore how these cultural influences have affected the cognitive reasoning of Chinese people. One fundamental difference between the west and China, can be explored in the Needham Question, which considers why modern science developed only in Europe and not in Chinese civilization? Graham (1971) puts the time of the watershed as being that of the Renaissance in Europe, and states that this was the time when the west discovered how to discover, and a time when theories were being put forward and individuals were pursuing obscure, abstract concepts and turning them into practical results. In the west it was accepted that for practical results to occur there had to be a theory, to start with. The Chinese, whilst being highly practical were dubious about excessive ingenuity and lacked the exuberant European imagination, which was the creator of so many theories. Why the Chinese lacked the scientific, inquiring mind can be partly

answered by Needham (1981) who states that Chinese mathematical thought and practice were invariably algebraic, not geometrical, and that no deductive Euclidean geometry developed spontaneously in Chinese culture; Euclidean geometry was probably brought to China in the Yuan period, but it did not take root until the arrival of the Jesuits. Both Northrop (1946) and Nakamura (1964) see the development of Chinese cognition in a similar light. Northrop claims that Chinese thinking was intuitive, and relied on immediate apprehension of the real world via the senses and then on to understanding via contemplation. Nakamura, on the other hand uses the Chinese language as his example of the lack of use of abstract thought. Chinese writing uses diagrammatic pictures to explain the words rather than abstract shapes, which are used to convey letters and thereby create words. Because of this use of symbols for concrete expression, no development of abstract thought of the kind developed by the Ancient Greeks ever took place. Instead the explanation of a problem remained stuck in the particular instance. This consequently led to a high regard for conformity to precedent, and also to practicality. That is, what worked well before should be continued. The lack of development of a logical or inquiring mind caused China to stay as an agrarian society whilst the west moved on to its industrial society. As Tawney noted, (Tawney, 1932, in Redding 1982:93) , " China plowed with iron when Europe used wood, and continued to use iron when Europe used steel".

If, as Needham, Northrop and Nakamura have said, the Chinese rely on real and practical situations to gain a definition of the world around them, then we must ask, in what way does this contrast with the occidental concepts of reality. Empirical

evidence, (Redding 1980), has indicated that there are five principal differences between the perceptions that the Chinese and the westerners give regarding their understanding of the world. These are categorized by Redding as: cause and effect in relation to activities and phenomena; the assessment of probability; time; the concept of self; and morality. Taking these five aspects of occidental / oriental cognition, it will be found that the variances between them are quite great.

a) *Causality*

Northrop has stated that Chinese thought proceeds only through intuition, which is in direct contrast to western thought which is via the rational process. Nakamura, meanwhile lays great emphasis on the Chinese need for the concrete and the particular. Redding (1980) gives a classic description of the differences between east and west with regard to cause and effect. He uses the "unidirectional causal paradigm" and the "mutual causal paradigm", as explained by Maruyama. For Maruyama, the unidirectional causal paradigm is typical of the West, whilst the mutual causal paradigm is representative of eastern thinking. A sample of some of the respective western and eastern characteristics which Maruyama proposes are shown in *Table 2.1*. From the selection of characteristics suggested by the two ideal type paradigms of Maruyama, we can see how the oriental mutual causal paradigm places great emphasis on the context of time and harmony. For the Chinese worker, this need for harmony and the acceptance of an alternative view point means they have no need to challenge work superiors who hold a different opinion to their own, and it becomes difficult to stimulate discussion or debate over an issue.

<i>Table 2.1 View of Eastern & Western Characteristics</i>		
	UNIDIRECTIONAL CAUSAL PARADIGM "WESTERN"	MUTUAL CAUSAL PARADIGM "EASTERN"
Science	Traditional " cause and effect" model	Post Shannon information theory
Cosmology	Predetermined	Self generating and self-organizing universe
Philosophy	Universalism	Network
Ethics	Competitive	Symbiotic
Religion	Monotheism	Polytheistic - Harmonic
Logic	Deductive axiomatic	Complementary
Perception	Categorical	Contextual
Knowledge	Belief in one truth. If people are informed they will agree	Polyocular. Must learn and consider different views.
Analysis	Pre-set categories for all situations	Changeable categories depending on the situation

b) Probability

The decision analysis unit at Brunel University (1977) found that there are marked differences between the peoples of east and west , with respect to their attitudes towards future probabilities. Eastern societies generally accept that the future is outside of their control reflecting, a what is to be will be, attitude. Chan Wing-tsit (1967:13) in his discussion on the Nanyang Chinese states the point more clearly when he argues that Confucian injunction has been to cultivate one's moral life, develop one's nature, and let nature take its own course. The individual does not completely control his own destiny, rather he is "the master of a ship in a sea that is not entirely devoid of uncertainties".

c) Time

Hall (1976), perceived that time has two distinct forms which relate directly to the culture of the individual. Western man holds time to be monochronic, and uses it as a

means to organize his life patterns. In contrast the eastern cultures see time as polychronic, and the individual and the transaction become more important than the time span taken to accomplish a task . That is the interpersonal involvement in a task takes precedent over time scales. Consequently for the Chinese, appointments and meetings do not hold the same sense of urgency or importance as the do in western societies. For western managers this causes problems as many staff perceive the starting time as an approximation in a flexible time scale rather than as a specific. Other problems occur when staff have to meet deadlines, as other more immediate tasks often take priority .

d) Self

The western concept of an individual and egocentric self, is not typified in eastern societies , where the individual is perceived as being part of a family, and therefore part of society as a whole . Redding (1980) points out that there is not, in the Chinese consciousness , an equivalent idea to the western concept of self with all its western ramifications. This suggests that the Chinese cannot pursue a life of self-actualization , and in practice the Chinese employee in determining his career path will actively choose a course that will provide either social or financial advancement for his or her enlarged family. Additionally, such a collectivist attitude manifests itself in the work environment where employees will not seek to outdo their peers by showing individualism or appearing to be more efficient.

e) Morality

Morality in this context may be interpreted as a mechanism whereby a society indoctrinates its concepts of right and wrong into the members of that same society.

Redding (1980:112) in differentiating between eastern and western morality quotes Benedict (1946) , and although her analogy between east and west refers to the Japanese , he hold that her views are equally valid for the Chinese people :

“A society that inculcates absolute standards of morality and relies on man's developing a conscience is a guilt culture by definition True shame cultures rely on external sanctions for good behaviour , not as true guilt cultures do , on an internalised conviction of sin. Shame has the same place of authority in eastern ethics that, a clear conscience, being right with God , and the avoidance of sin have in western ethics”.

For the Chinese this means that social regulation is conducted through peer pressure , and because of the individuals positive reaction to that pressure , conformity is achieved. The need to conform and not to step outside of the family / social boundaries is great, and is seen as of paramount importance, for the maintenance of harmony. Any infraction of the social norm not only brings shame on the individual it also brings shame on the family. Consequently those brought up in a "shame" culture react to significant others, psychologically, in a mirror image basis. That is, they react in direct response to how they perceive what others think of them; what other people think of them determines how they respond to a situation. This is in obvious contrast to the western approach, where each individual acts according to his or her own wants, and is accountable to his or herself for the outcome of those actions.

The overlap of the issue of morality and the self paradigm is inevitable, as the two aspects are closely related. Redding (1980:115) gives an accurate summation of these western and oriental paradigms. (See Table 2.2)

Table 2.2- Paradigm of Eastern and Western Cultures

	WESTERN	ORIENTAL (CHINESE)
Causality	Attempts to understand logical connections between abstracted categories. Use of absolutes. Linear sequential explanations.	Situational contextual perception without absolutes. Non-abstract, more sensual perceptions. Multi-causality.
Probability	Future is for calculation. Extrapolation based on logical cause and effect.	Fatalism. Calculation seen as naive.
Time	Monochronic, scheduling, sequencing, promptness. Co-ordination possible.	Polychronic. Non-linear. Sense of repetition. Insensitive to timing.
Self	Individual isolated and important in own right. Self actualization. Achievement ethic.	Individual inseparable from social context. Judgment based on relationships. Less pure self consciousness.
Morality	Guilt. Action to avoid guilt due to infringing absolute moral principles.	Shame. Action to avoid shame due to infringing social norms which are situational.

The Concept Of "Face"

One of the most obvious manifestations of the shame culture for the Chinese, is the concept of "face". So important is this aspect of Chinese life that it is seen to pervade all that Chinese people do, think and say. An ancient Chinese proverb states; "A man needs face like a tree needs its bark." This was one of a number of sayings collected by Hu (1944), in her research into the Chinese concept of face. According to her analysis, she established that there were two forms of face, *lien* and *mien-tzu*. *Mien-tzu* is the face that one achieves through gaining status and achievement within

the society. As such mien-tzu can only be gained or lost when one has someone there to give or to take away that face. That is, mien-tzu as face, is a grading within society, it needs a societal audience to bestow or to remove it. *Lien* on the other hand is the face that one has by having a sound moral code towards oneself and towards one's society. This moral code is a series of internalized attitudes towards society, which Benedict (1946) sees as an inculcation of society's own moral laws. To lose *Lien* meant a loss of face to oneself as well as to society, and because the individual is fully aware of the transgression of their own moral code it is possible to lose face in the absence of an audience. This loss of face, in turn creates a sense of guilt, or shame, which would make it impossible for that person to function properly within the community. Goffman (1955:41) defines face as being; "the positive social value a person effectively claims for himself by the line others assume he has taken during a particular contact". This statement coincides with the mirror image attitude that the Chinese have towards one another. However, despite all attempts to maintain personal harmony, sometimes events and circumstances occur whereby a person loses face. The interaction between one person and another then breaks down, and both parties realizing a loss of face become agitated, flustered and nervous. If harmony is not restored at this stage, relationships deteriorate rapidly. Because of the strongly collectivist nature of Chinese society there is both a conscious and sub-conscious effort to perpetuate family and social harmony, which manifests itself in a passive attitude to life. To cause another person to lose face brings almost as much shame on an individual, as does losing face oneself. This is a wisdom that tends not to be found in the mobile, individualistic societies of the west.

Revolution In Revolutionary Thought :

Similarly the more recent history of mainland China, that is the introduction of a collective communism system has also had an effect on behavior pattern in the PRC. Whether the apparent lack of international style service in China's hotel industry has been influenced by the establishment of the communist state in 1949 and the subsequent culture and events fostered by this ideology is a debatable question. The Cornell Hotel & Restaurant Administration Quarterly, in an editorial article (Feb.88 vol.28 no.4 pp17-18), supports the view that communism has had an effect on service industries and reports that joint venture hotel operators have had many difficulties in finding adequately trained workers for the many new properties in the newly reopened Peoples' Republic of China as during the Chinese Cultural Revolution, the Chinese people were taught that it was demeaning or inferior to serve others.

The series of revolutions which saw China leap from an agrarian feudalism at the turn of the century to today's awakening giant, meant that the People of China experienced enormous and extensive change. Not only to their work a day lives, but radical changes in their cultural beliefs which stretched back for thousands of years.

Following the successful overthrow of the Mandarin rule by Sun Yat Sen and his followers in 1911, and the subsequent struggle between the Nationalist Kuomintang, under Chiang Kaishek, and the Communists under Mao Tse-tung, we saw in 1949, for the first time, the founding of The People's Republic of China. Under Mao's direction

and Chou En-lai's guidance China began its transformation. The beginning of the 1960's found Chairman Mao still very much the head of State of the People's Republic of China, but the day to day operations of the state were in the hands of governmental pragmatists. Because of this China was able to enjoy relative artistic and literary freedom. Consequently there emerged a string of novels and plays which questioned the way the country was heading. Mao was already on the defensive at this time, and tended to turn more and more to his wife Jiang Qing, for thoughts and ideas. Jiang Qing, herself an actress, was aware of the use of the play as a form of covert expression for attacking the State, and as such Chairman Mao. The resurgence of the Ming Mandarin Dramas, were seen as a direct attack on Mao, because of the close resemblance of the chief protagonist and the recently dismissed Marshal Peng De Huai. Madam Mao tried to get the dramas denounced, but her requests were ignored by the writers and ministers in charge of the arts. In 1964, Mao created a list of thirty nine intellectuals, artists and writers who were to be denounced as "Reactionary Bourgeois Authorities". This signified the commencement of the "Cultural Revolution". At this time Mao called upon the Chinese people to observe an austere lifestyle, which was in keeping with the People's struggle against class. Dress became the drab Mao suit, hair was uniformly short for men and for women, and the "Teahouse" was frowned upon as a place of decadence. Jung Chang, (1991:134) writes:

"The customers, mostly men, raised their heads from their chessboards as we approached along the uneven cobblestones that paved the bank. We (Red

Guard Students) stopped under the tree. A few voices from our group started to shout: 'Pack up! Pack up! Don't linger in this bourgeois place!'"

This idea that hostelrys, with the associated service and pleasantries which went with them, was a remnant of the bourgeoisie and decadent West was well expressed by Chang in her comments that over the years in which she was involved with the Cultural Revolution, she was to witness attacks upon people for saying "thank-you" too often. This was viewed, once more, as "bourgeois hypocrisy". The power of the Cultural Revolution ensured that courtesy was all but eradicated.

It is, therefore, quite understandable that the hotel industry in China at this time was totally stagnant. Hotels were places only open to high ranking party officials, and visiting "*foreigners*". When Chairman Mao talked about "Serving the People", he was not meaning in the hotel or catering industry. Things stayed very much the same until the death of Mao in September 1976. Following the arrest of the "Gang of Four", Madam Mao, Zhang Chun Qiao, Yao Wen Yuan and Wang Hong Wen, and the eventual instatement of Deng Xiaoping, the people of China saw the beginnings of an end to the Maoist era. Education was seen once more as being of prime importance, and according to Deng the main task of the student was "to study, to learn book knowledge". This was a further step towards the establishment of an "Open Door" policy, which was first established with President Nixon's visit to Beijing in 1972. By the end of the 1970's, despite the fact that 70% of the Chinese population were peasants, and lived in the rural areas, technical institutes, colleges and vocational schools were opened, to encourage and enable the youth of China to understand the

westernization, of their country. It was also from this point that the hotel industry began to be seen as an acceptable and worthwhile means of work, even if the wages paid were in line with the national norm, regardless of job type.

In its early stages the hotel industry was selected by many Chinese workers as being a job of high "Face". In general the hotel working environment was relatively luxurious, and the availability of food of good quality as a perquisite became a great enticement to the working population. The concept of "Service" was foreign to staff at all levels, and as a consequence the various jobs of serving food or making beds was not seen as being particularly subservient. With the commencement of joint-venture properties with overseas organizations the prestige of hotel employment became even greater, because, even though against party policies, tipping by overseas visitors was normal and greatly enhanced a flat state wage. This status quo has existed until very recently, when we now find two things happening simultaneously. First China is making a great effort to upgrade its level of customer care, and, as a consequence, is expecting staff to offer international levels of service. At the same time as this effort for better service, there has been a major escalation in joint venture companies in the manufacturing and textile sectors, both of which are offering higher levels of pay than the hotel trade, and in general, better terms of employment and "*normal*" hours of work. During personal interviews with Gilbert Jung, General Manager of the Portman Shangri-la hotel in Shanghai, and Tom Armstrong, Regional Director for Human Resource Management, Holiday Inn Asia / Pacific, both commented that what is now occurring in the two prime cities of Beijing and Shanghai, is a situation where there is a dramatic staff

shortage, caused by staff leaving the industry to work in less “*demanding*” sectors.

This has caused several of the major hotel in Shanghai to considering increasing wage levels by as much as 40%.

According to one of Hong Kong’s leading newspapers, the “Eastern Express” (March 31, 1994), there are now less than 8% of China's younger generation who remain enamored with the Communist party and its doctrines. Consequently, the concept of the sublimation of one's self to the state; that is, the traditional Chinese Communist idea that, “ all is for the People rather than for the individual,” would appear to be diminishing with respect to attitudes towards service.

This attitudinal change is being further speeded up by major societal changes adopted by China, such as the “one child” policy. Parents cannot now automatically expect their children to support them in old age and the Chinese people are now having to think about saving and planning for their old age. Such factors appear to be decreasing the reliance on the “iron rice bowl” philosophy common in the China of only a decade ago, and are promoting a greater impetus towards intrinsic motives for individual success. This, coupled with continued and increasing exposure to western life styles, and the movement towards a “controlled” market economy is producing a high degree of entrepreneurial spirit within the new generation of Chinese citizens. For example, tipping, seen from an ideological viewpoint, reflects an attitude of servitude rather than one of service, and is still forbidden legally in all Chinese hotel properties. However, tips are universally and graciously accepted, although not, as yet, solicited

or expected as too often happens in western societies. Similarly, Coca-Cola, Kentucky Fried Chicken and McDonalds are considered, almost everywhere as barometers of social and economic change within a given society, and whilst the latter has only recently moved into the China market, the former two companies have been established for over a decade and are experiencing a high degree of success with the local market.

As can be seen, the history of the Chinese people over the past two and a half thousand years, plus their Confucian philosophies have had a major impact on their attitudes towards the world in general and to their immediate societies in particular. This great concern for the maintenance of harmony, and respect for the other person, manifests itself in some of the problems that confront the ex-patriate or western trained manager when dealing with local Chinese staff. Similarly, the more recent impact of an egalitarian regime has also had drastic effects on a traditionally collectivist nation and its businesses.

Chapter 3 - Literature Review

“China Present: A Fresh Look At China”

Bull In A China Market

Societies world-wide, and South East Asia in particular, are currently experiencing a period of rapid and far reaching change. Changes are occurring on a multitude of levels and these changes are posing a series of crucial questions for our societies concerning their structures and their habits at home and in the work place. Dealing with such change include coming to terms with the rapidly accelerating aspects of technological progress; the rapid growth of international trade and thus increased world wide competition; faster lines of communication; the growth of leisure activities; the increasing role of women in society and in the job market; urbanization; demographic trends; ecological concerns and a whole host of current social and economic conditions. Such change in our societies represents a considerable challenge to all concerned with its introduction, its administration and maintenance, and, its ultimate acceptance. Adapting to a changing society involves more than just government intervention. It requires the consensus and participation of commerce and industry both at the employer level and on the shop floor; of education and training institutions and organizations, in the planning and development of appropriate curriculum; and of producers and consumers at a variety of levels.

Economic forecasts (The Economist 1994:26-28) have demonstrated a period of sustained growth within service industries over the next decade. In maintaining this growth, most authorities anticipate considerable movement within established labour markets; that is a movement away from the manufacturing sector and into the expanding service sector.

This is illustrated in the newly industrializing economies (NIEs), of Korea, Taiwan, Hong

Kong, and Singapore which, in a shift towards service industries, have become the most dynamic middle-income economies in the world. With the rapid industrial restructuring among all of the ASEAN countries there are new social and economic trends emerging throughout all of the South East Asian region. Changing trade patterns show an increase in regional Pacific-Asia interdependence resulting from foreign trade and changing patterns of competitive advantage. Tan (1992) considers that this has had a major effect on the economic reforms in China, and has helped encouraged China to develop its trade both on a regional and a global scale. According to Urata (1993) much of this regionalization; that is regional trading arrangements or regional economic integration; has been influenced by Japanese companies and their affiliates operating within PRC. These companies are keen not only to promote Asian integration, but also to encourage interdependence with North America and Europe. The recent growth in the Chinese economy has shown that the country is now looking both westward and inwards in terms of its investment policies. Heenan and Willey (1993) propose that capitalism is rapidly beginning to motivating the country's leadership, by giving examples of how Chinese multinationals are increasingly becoming more adept at global reach. China, for example, is moving into high-tech industries; it is developing financial markets and now has its own MNC's listings on foreign stock markets such as Brilliance China Automotive Holdings and Tsing Tao Breweries.

In many senses, this move towards international business, commerce and capitalism is a very new concept within the PRC. During the imperial dynasties, there was no legal infrastructure to allow for such a concept, and business functioned in an environment of

corruption controlled by government officials and the guilds. Balazs (1984) comments that capitalism failed to develop because of the super-abundance of cheap labour and the fact that there was no scope for; individual enterprise, individual freedom, security, nor any guarantees against the predatory actions of the state. Even between the years of 1911 and 1976 the constant state of turmoil within the country hampered any real development. It was only with Deng's modernization policies that the government slowly began to introduce carefully controlled levels of "capitalism" into the country. Since that time the sustained economic reform in the PRC is producing a consumer market in China that is attracting the attention of a variety of multi-national concerns. Economic reports; (McKinsey Quarterly 1992, #3, p.37); demonstrate the comparative wealth and size of the various regional markets within China; show the GNP / GDP of these markets and their high consumer potential. Consequently, along with other MNC's, many hotel corporations are turning their attention towards these markets. As with most foreign investment within the PRC, these developments are normally in the form of joint-venture operations with Chinese partners.

International Joint Venture's In China

In an attempt to explain why China wants joint ventures, Shaw and Meier (1993) show that consumers in China have established themselves as purchasers of goods requiring substantial discretionary income. They point to a new stage of involvement for the multinationals; that is, the 'strategic investor' stage. This is characterized by multiple ventures, relationships with decision making authorities and a desire to create a dominant share within the Chinese market. In the hospitality industry this multiple venture approach

is illustrated by the recent joint venture investments of such multi-national companies as; Sheraton, Shangri la International, Holiday Inn, New World International and others. Shangri la and Sheraton, for example, are not only developing city centre properties in China, but are now involved in resort development which is a very new concept for China's hospitality industry. Similarly, Holiday Inn's flagship hotel the Holiday Inn Lido in Beijing, has, since opening in 1988, adopted the Chinese "*danwei*" principle (self contained work-unit). In addition to the usual hotel facilities, it offers such amenities as; a post office, a supermarket, a bank, a delicatessen, an international school, a 318 unit residential area, a commercial centre and a children's playground. The Lido incidentally was the first of the IJV hotels in Beijing to allow local Chinese to enter the hotel freely and use its facilities.

The key factors of developing international joint ventures (IJV's) from the PRC's view point are identified by de Bruijn and Jia (1993) as being strongly related to the need for an improved foreign exchange balance and for the possibility for full localization of these corporations. They also state that foreign investors are looking for brand introduction in the Chinese market and for profit priorities, but conclude that the results of IJV's are often less effective than originally envisaged. This is a view supported by much current research into IJV's in the PRC. Most writers isolate the problem factors as; insufficient or poor quality local supplies; poor local infra structure; inadequate human resources; difficulties caused by government policies in the initial negotiation and in subsequent administration; and key difficulties in areas of technology transfer. Shenkar's (1990) investigation of IJV's in China, supports this view point in a study that outlined the objectives of the

partners in such ventures and identified the major management problems. These he concluded were foreign exchange, controlling the local board of directors, and managing human resources. He quotes from three case studies of IJV's that he examined in China, one of which is doing well (Hewlett-Packard China Ltd.), whilst the other two are experiencing considerable difficulties. Shenkar's work identifies criteria for the success of IJV's, which he lists as: the selection of appropriate partners, the incorporation of management issues in the initial contract, and the provision of adequate training. In a similar study, Batson (1992) profiles the efforts of three successful IJV companies; Motorola, Hayes Microcomputer and Stratus Computers; in their attempts to take advantage of what is probably the world's fastest growing market place. He isolates various factors to which their successes can be attributed; Stratus, for example, hired an experienced Hong Kong Chinese national with in-depth local knowledge to run its operations in the area, Hayes designed a truly global product with which to penetrate the market and sponsored a series of technical conferences in Mainland China; and Motorola moved its assembly operations to the Shenzhen region, changed its operational policies, and is now formulating strategy locally rather than at corporate headquarters. In line with this type of thinking, many hotel corporations are using experienced overseas Chinese managers, who they assume have similar cultures, experiences and traditions to the locals. They are also offering an internationally recognizable product by projecting their corporate image and logo. Some groups are using their properties as venues for local trade shows and exhibitions in an attempt to entice locals into their properties. The more enlightened companies are now also beginning to develop strategy locally by empowering top managers. Despite these initiatives many are still facing problems in their operations.

The common operational problems that are most frequently identified are those of human resources management, management structure and the focus of the operational decision making processes. These, when coupled with the inherent problems of history, tradition and culture, all exemplify the gap between East and West. Wang (1992) tested three hypotheses relating to the above three problem areas with a survey of 25 joint ventures companies in China. His results identify three main characteristics affecting the organization and management of IJV's which he lists as; (a) transformation (b) systems, and (c) management. He noted that the motives for joint ventures, and the degree of influence of Chinese cultural traditions, particularly egalitarianism and equality, have varying effects on the ensuing organization and its subsequent success. Generally, he found that the focus of decision making was most often at line management level and that traditional involvement of the Communist Party system in Chinese companies gave way to a need for new management systems involving a joint management / party sub-system and a trade union. Wang also illustrated the need for developing adequate management structures in the key areas of personnel, operational systems and organizational strategies. In a subsequent study, Satow and Wang (1994)¹ traced the main cultural and historical influences on current Chinese and Japanese attitudes to, and the practice of, human resource management. They found many similarities between the two cultures. This study also illustrated a number of recent changes in organizational structure and culture in both Japan and China, which they identified as being due to western influences. Where such changes had occurred it seemed apparent that there had been a consequential impact on HRM practices, particularly in the areas of management training and development, and in

the decision making processes. Further work by Wang and Satow (1994)² compared the leadership styles of Chinese-Japanese IJV's, Chinese-Other Country IJV's and Chinese State-Owned Companies, and assessed the impact this had on their organizational effectiveness. They found that Chinese-Japanese joint ventures scored better than other IJV's in terms of organizational performance and argued that this could be explained by the congruence in leadership style between their senior and middle managers. They also examined the effect that structural factors (the ownership of the company and its size) and organizational factors (seniority, educational background and work experience) had on the self-responsibility and collectivist values of managers in China. They argue that these values were important indicators towards the likely success of joint ventures. Having profiled managerial attitudes in Chinese state-owned companies, IJV's and wholly Japanese-owned ventures, they concluded that their hypothesis that organizational structure has a key role in formulating these values was correct. They also maintain that training played an important part in developing the sense of self-responsibility needed by managers in joint ventures, as did changing organizational structures to meet local needs and culture. Wang and Satow³ (1994) also focused on human resource management practices in Chinese IJV's, with a study that highlighted a number of the major management issues needing resolution in such organizations. They suggested that it would be initially be most effective for IJV's to use experienced ex-patriate managers with similar cultural backgrounds to their Chinese partners. This process could be used as a first step in build up managerial norms, and responsibility could be subsequently transferred to local Chinese managers. They also emphasized the importance of building both team and individual rewards into the system, and the role of education and training.

Training was seen as a vehicle which could provide local employees with the both technical and cultural knowledge to work effectively in a multi-cultural joint venture.

The Position of China's Hospitality Industry:

As a direct result of its 1978 open door policy, the PRC has experienced a period of rapid change, has developed extensive international trading circles, encouraged and accomplished international investment, and experienced a dynamic growth in its service industries. Growth forecasts (Target Group 1993, Horwarth 1994) for the hospitality industry (that part of the service sector which incorporates hotels, catering, travel, tourism and leisure) predict a further period of growth and expansion over the next decade with a concurrent demand for more staff to meet the industry's needs. In the PRC hotel development has been rapid, Dai (1991), shows that from a base of only 203 state-owned hotels with 32,000 rooms in 1981, there are now almost 2,000 hotels offering more than 300,000 rooms. Of these new hotels, some 22%, are owned or managed by foreign companies, and this figure is increasing. These joint-venture companies are rapidly increasing their market share of hotel properties, the Holiday Inn Corporation for example, has expanded from a base of five properties in 1986 to seventeen in 1993, and plans on further future development. Similarly, Shangri-la Hotels & Resorts International operated seven properties in 1993 and projects fifty properties by the year 2000. With this rapid increase in hotel properties, there has been a corresponding rise in the demand for hotel staff. The principal resource of any hotel industry is its workforce, for as the industry expands so too does the need for trained, skilled and competent people. According to Pine (1991) the estimated minimum demand for new staff in hotels in the Asia / Pacific part of

the world alone totals almost 200,000 within the next few years, and more than 50% of that demand will be in the newly developing countries such as the PRC. Between 1981-1991 the number of employees engaged within China's hotel industry grew from 30,400 to over 526,500 (CNTA 1992), and demand for staff is still growing. However, according to Tao and Chang (1989), only 6.3% of those workers recruited between 1981-1989 received any formal vocational education or training, and as a consequence, both employee performance and skill levels are far from satisfactory when compared with internationally accepted standards. Over two decades ago, Braverman (1974 pp 66-68) made similar comments about the American hotel industry, when he stated that within its areas of occupation, with certain exceptions, " the incidence of developed skill, knowledge, and authority is naturally very small, and can only be found in that small layer of housekeepers and stewards who have the function of superintending institutional labour, and amongst the tiny number of cooks who practice the art on the chef level ". Whilst his observations hold true to some degree, to the hospitality specialist it is apparent that within the framework of the industry even the most menial of jobs require some degree of skill and the application of some pre-requisite knowledge. It is likely also, that in any period of rapid business expansion; as was the case with the American and European hotel industries of the 1960's and 1970's; that the urgent demand for staff precedes the need for adequate and formal education and training. For any industry to develop successfully, it needs a body of skilled and highly trained personnel. This is singularly true in a service industry, where inter-personal skills are just as essential as technical skills. Almost universally, the hospitality industry has historically relied heavily on semi-skilled reserve workers and on migrant labour, but has always needed an

under-pinning level of highly skilled managers, technicians and craft-people to provide the foundations for commercial success within the context of their area of operation.

China, in its recent history has not had either of these bodies of labour to call on. Even today, it is common to find that work roles, for most of the population, are allocated by the Communist Party Organization on localized, fixed term contracts, and it is only recently that vocational education and training has had any, if limited, impact on the type of employment an individual may be required to undertake. Front line hotel staff, largely unskilled, are still frequently allocated by local bureaucracy to specific properties from the available local labour pool. Nor can China's hotel industry rely on a reserve of a part-time work force, as such practices of secondary employment and part-time working are strongly discouraged by Party policy. Similarly, managerial expertise in the PRC has been recruited by simply allocating a successful manager from another industrial sector to a hotel property, by buying in expertise from the small reserve of free-lance expatriate managers currently in the market place, or, more commonly, by offering joint-venture concessions to international hotel companies who will provide the technology and management expertise. In all instances, the Party allocated manager, the ex-patriate contracted manager, or the joint venture corporation, will foster management methods concurrent with their own background, training and philosophy, often to an uninitiated and untrained work-force.

Expatriate Managers in China's IJV's

For IJV companies operating in China, creating an effective multi-national management team is probably one of the most important threads in the process of internationalizing their business. By the very nature of its history, culture and its recent economic growth, China is suffering from a lack of technology and a shortage of management expertise, and subsequently relies on foreign partners to provide the appropriate technology, training and expertise with which to operate. Most MNC's, despite professing policies to the contrary, are happy to supply this expertise for a variety of reasons, notably the ensured maintenance of corporate culture, standards and policy. Scullion's study (1992), which examined the nationality staffing policies of major MNC's in the service, manufacturing and energy sectors and the key issues in staffing for international operations, noted that whilst half of the companies he interviewed had formal policies favoring the use of host-country managers, two-thirds of them in fact used expatriates to run their foreign operations.

For all MNC's the initial selection, and the subsequent effective handling, of expatriates is central to the success and strategic business activity of firms in the international marketplace. This is illustrated by Fish and Wood's (1994) study of Australian expatriate managers working in Asian countries. They link Schein's (1990) and others' thinking on career management and organizational goals, stating that the impact expatriate managers have on business success or failure in Asia is centered around their perceptions of cultural issues. Vineall (1988) supports this view when he argues that personnel departments can not only provide the expertise, but can also help to provide creative solutions to questions

of expatriate preparation and movement, assist with the development of matrix organizations in overseas ventures, provide models of corporate culture and style, and develop cross-cultural training programmes. Weiss and Bloom (1990) and Björkman and Schaap (1994) concur with this view in studies of HRM issues relating to the use of expatriate managers in Chinese-Western joint ventures. These examined the issues of staffing, recruitment, selection, training and preparation, and the tenure and development of the expatriate's stay in China. They found that many expatriate managers tended to leave the country before their contracts expired, often through their lack of understanding of the way in which Chinese organizations worked, and of local behavioral norms. Both studies suggest that before placing an expatriate manager, western investors should deal with these issues through better forward training and headquarters support. They also stated that through prior language and cultural training most expatriate managers could have been better prepared for the local living conditions and operating patterns, finally suggesting that there is a value in selecting mature, married people for Chinese assignments. Howard's (1992) opinion coincides, but he proposes that the phenomenon of globalization, with its ensuing need for generalists rather than functional specialists, is having an impact on expatriate management selection. He suggests that there is a declining number of managers choosing to work abroad, and to counter this shortfall there is need for change in the current role of educational institutions, both in home and host countries, who, he argues should be developing international managers with all round abilities. The development of local talent can be seen as one of a variety of duties and responsibilities MNC's have to their host country. Whilst initially their task is to create a functional national labour skills base, Vance and Paderon (1993) argue that in addition to

meeting this need for traditional productivity-oriented training, multinational corporations have a moral responsibility for providing host country workers with preparation and training relevant to the new expatriate management assignment. This, they state, should form a basis for host country worker training programmes. Such schedules should incorporate not only skills training, but also cross cultural programmes which explain the need (and benefits) in assisting the expatriate managers with achieving success. Ideally training programmes should show how to avoid discriminatory treatment and encourage integration, as well as providing personal enlightenment and self-enrichment for host nation personnel. Local workers, may often feel threatened by having non-traditional values imposed upon them, and can feel that in their own country they can perform as well as the expatriates. Additionally, they often feel that career progression in MNC's is blocked by the use of expatriate managers. Yu and Pine (1994) do not full agree with this view, having examined the attitudes of both local and expatriate managers towards the use of expatriate managers in hotels in Hong Kong. Although expatriates comprise only 17% of all hotel managers in Hong Kong, they still tend to dominate the prime management positions. Whilst their focus is on the perceived importance of expatriates to the relative quality of service in luxury hotels, and whether expatriates are employed to develop local managers, they show that whilst local managers have no objections to the use of expatriates in top positions, and indeed perceive a need for a multi-cultural workforce, they themselves still aspire towards a more important role in the industry.

Multi-Cultural Aspects Of Management

One main area of concern in the PRC's hospitality industry, was expressed by both Tom Armstrong, Regional Director of Human Resources; Holiday Inns International; and Gilbert Jung, General Manager Portman Shangri la, Shanghai during a seminar on Human Resources Management, held at Hong Kong Polytechnic in June 1992. This concerned the field of multi-cultural dynamics, and both Armstrong and Jung felt that this aspect of management presented several problems to field managers, particularly in foreign owned or managed properties. The main issues identified were difficulties in recruitment, staff training, motivation, staff retention and supervision. These difficulties were in the main attributed to conflicting cultural values, such as those between local staff and ex-patriate managers, between local and national cultural patterns, and in assimilating the corporate culture required by the company. Ideally, any developing tourism industry should reflect the national culture of the host country, however within a service industry the needs of the consumer are also of paramount importance. For foreign investment to operate successfully overseas, it is perceived by most MNC's that some aspects of standardization are required. For hotel groups, such standardization is seen to be required in order to satisfy the diverse needs of the international traveler and to facilitate communality within company policy and procedure. If the needs of local and national culture are to be considered, some degree of compromise is required from guest companies in areas of development planning and policy formulation, as well as in areas of human resource management, education and training. If the objectives of both government and industry are to improve the quality and efficiency of the hospitality and tourism industries through enhanced education and training, it is necessary to facilitate links between the different

cultural groups involved in these processes. Local and national government must also compromise in these areas and in their subsequent direction of local and national training agencies, and in their policies to labour allocation. According to Tao and Chang (1989), there appears to be room for improvement in the quality of education and training in the PRC's hospitality and tourism programs. Graduates seem to lack perception of internationalization and competition in the global tourism industry, and have insufficient grasp of theory, skills and techniques in modern management. In short there appears to be a cultural divide. Most graduates have little exposure to Western culture and tradition, and despite the move to a more open market economy, have little opportunity to practice business and management skills. Whilst this situation is changing, particularly in Southern China, it will be some time before these conditions improve essentially. These missing skills are available within the procedures of those guest companies operating in China and are readily accessible in the western world and within the more developed Asian economies. However, the transfer and assimilation of such techniques seems to be problematic, resulting for the industry in the difficulties highlighted above: recruitment, staff education and training, motivation, staff retention and supervision.

Many studies in the areas of culture, (Hofstede 1985, Bond 1989, Redding 1980, Snow-Kietel 1990) have shown that cultural dynamics and heritage have significant effects on subsequent management style, on learning and cognizance and on the interpretation and assimilation of concepts. Similarly, other studies (Swierczek 1989, Kobrin 1989, Newman 1989), have shown that the interface between western approaches to both management style and to teaching and learning, and to eastern integration and practice of such

concepts, have resulted in problems for both parties. Huyton (1991), for example, in his study on the teaching of hospitality management to Hong Kong Chinese students by western lecturers, showed that traditional cultural influences had a profound effect on the students' approaches to learning, classroom interaction and participation. It may be assumed that the diversity of cultural inter-action in force in the PRC, that is between government, education and industry; between the national host culture and the corporate cultures of guest industries; between the local, national and imported cultural patterns of those employed in the industry; and between the workforce and the varied cultural standards of the international traveler; will all in some way affect the current performance of, and the future development of both the hotel and tourism industry and hotel and tourism education.

There is undoubtedly a need for multi-cultural management strategies in IJV's, and an increasing urgency for both educational institutions and corporate training enterprises to develop experienced global managers. Swierczek and Hirsch (1994) identify the principal reasons for the occurrence of multi-cultural problems in joint ventures between international and local Asian partners, as being management oriented and related this to Hofstede's (1980) model of cultural difference in management style, i.e. dimensions of power distance, uncertainty avoidance, individualism and masculinity. Their work establishes several important differences that distinguish between expatriate managers and local Chinese managers in the areas of ; values, organizational structure, leadership and human resource management. Hofstede's later work (1992) classifies six dimensions of organizational culture, one of which has particular reference to any China -West view of

organization, i.e. the Chinese are identified as having a *process oriented culture* which is opposed to the typical western *results oriented culture*. Both in isolation have potential for success and offer scope for competitive advantage, but when combined may cause conflict within an organization. Hofstede proposes using the relationship between culture and other organizational characteristics as a management tool and advises on managing with organizational culture to create a network of change agents in the organization. Hofstede (1993) also compares the understanding of management, as defined by US theorists and exhibited in the concept of the manager as a cultural hero, with perceptions of the role in other countries. He utilizes his earlier works to illustrate the different national perceptions of the role of the manager and again, as his main argument, presents his 1980 model of the five cultural differences that influence management processes and applicable management theories: power distance (degree of inequality); individualism (v. collectivism); masculinity (v. femininity); uncertainty avoidance (structured v. unstructured situation); long-term v. short-term orientation. In conclusion he determines that US management theories emphasize three factors not necessarily utilized in other countries - the market process, the individual, and the concept of the "manager" rather than the worker. When related to management values and cultural tradition in the PRC it would seem apparent that an understanding of the market process is only just beginning to emerge, that the individual in the system is held in less regard than the entirety, and that managers are perceived more as an authoritarian figure head rather than leaders and team builders.

Thomas and Whiteley (1990) in a comparative study of management approaches between the west and Hong Kong, also criticize the classical writings on management as 'constraining' in view of the growing social and organizational complexity in South East Asia. They propose that companies adopt a 'competency' approach to defining management principles, indicating that it is a combination of a manager's personal qualities and the characteristics of the job itself that determine such competence. Major multinational companies such as McDonald's and PepsiCo (Editorial: *Personnel Journal* Aug.1994:12) have adopted such a competency approach to maintain their corporate identity and culture in worldwide operations through their recruitment practices, which emphasize core competencies such as integrity, orientation towards results, respect for others and business thinking. Evans (1989) suggest that a national management style is reflected by the current level of the country's industrialization, but is tempered by cultural characteristics, and that both style and culture influence the implementation of management development activities. He illustrate this by using five theoretical cultural dimensions - human nature, time, family relationships, activity, and relationships between man, nature and the supernatural to compare the styles of managers in Hong Kong, Japan, China and USA. Such evidence leads to a conclusion that despite some recent modernization in management practice, Asian societies are still strongly affected by traditional cultural values. Rahim et.al.(1994) support this theory, and suggest that superior-subordinate relationships are still firmly influenced by the collectivist cultures predominant in countries such as China, Japan and India. Similarly, Walt's study (1990) based on interview research in China, suggests that the forces that impinge on and mould present day Chinese management are directly related to the cause and effect relationship

between the rudimentary state of technology and the historical and cultural precedents of Confucianism, feudalism, communism and recent reform. He suggests that typical management practices, such as the near universal use of bribes and 'guanxi', and the reward and punishment system in common use for disciplining workers, have their foundations in history and cultural tradition. Huyton (1993) confirms the still frequent use of guanxi in hotels in Dalian and Tianjin in Northern China, where recruitment, promotions and job allocations were made according to this principle.

Maccoby (1994) offers a contrasting opinion and sees the differences between the industrial cultures of east and west as being exemplified by their approach to TQM. He sees Asian organizations as being like a caring family based on good interpersonal relationships, with employees looking for a paternalistic style of leadership, which he concludes is conducive to effective team working. He then compares this with the normal western demands for workers' rights and personal achievement, which he assumes is geared more towards fostering individual initiative than in working together. Whilst this view point may be representative of some Japanese companies, and despite some common cultural traits, it is not a typical view of management styles in China despite their traditions of filial piety. A paternalistic style of management may exist but this is more often authoritarian rather than benevolent. However, an autocratic management style is often seen as the norm in the hotel business due to the nature of the work, and regardless of a manager's cultural background, and this may ascribe towards Chinese hotel workers apparent ready acceptance of expatriate managers.

Corporate Culture And The China Market

Recent hotel development within the PRC has largely been advanced by IJV companies, who are attempting to recreate existing corporate packages, often with a strong home country bias, into a culturally different and alien environment. Implementing, managing and maintaining any such development within the existing structure of the industry in the PRC calls for a large degree of innovation, and innovation in any large corporation rarely occurs without the impetus provided by committed and dedicated top management.

Although the style adopted by these “*project champions*” depends to some extent on their individual personality, it is largely established by pre-determined corporate culture, and all too frequently takes little account of the needs of the existing national culture. Shane (1994) predicates that for success, global corporations must take national cultures into account in determining the style that is likely to be most effective in establishing management policy and procedures and in developing corporate culture in a new environment.

Barnevik (1994) claims that any single nationality corporate culture will have problems integrating its operations into other countries, and suggests that success can be heightened by the development of multi-national management teams with a multiplicity of nationalities being present in both group headquarters and in its operational business areas. He also proposes that those MNC’s which have deep roots in many countries, and a true respect for national differences, can more easily instill a global pattern of organizational culture in all members of such multinational teams.

Organizational culture as defined by Lahiry (1994) is “*the psychological strengths of an individual’s attachment to the organization*”. He states that this concept of organizational commitment is a mixture of three commitment components “*affective, continuance and normative commitment*”. His research into the nature and degree of relationships between elements of culture and these components of commitment, draws implications for considering cultural change as a method of reducing the elements that are unlikely to produce a high level of performance, but which encourage people to protect their status and security and which keep an employee tied to an organization. His view is that these concepts of culture and commitment can become the focus of organizational development, research and application, and can gradually take over from traditional motivators such as job satisfaction, productivity and leadership behaviors. However, in most Chinese societies, status and security have strong traditional cultural values, and the more recent Maoist doctrines and policies intensified the traditional collectivist culture to heights whereby it became expected that the state would provide all, this “*iron rice bowl philosophy*” guaranteed jobs for life with the associated benefits of housing, food and social welfare and support. Despite modernization and current reforms, such expectations and traditions still exist and are particularly strong in a certain demographic stratum of the population, notably those aged over 35 years. For many IJV hotel companies operating in the PRC, there can be additional problems involved in establishing a corporate culture and identity, which are closely associated to these traditions, and which can cause potential conflict between the perceived job commitment levels, which are allied to cultural values and ideology, and modern corporate expectations.

There is a common belief that you cannot change corporate culture quickly without serious disruption and loss of key staff. Scott-Morgan (1993) however, argues that what should be done is to change some of the unwritten rules that govern individual and company behaviour, i.e. those rules that relate to management control, and which are picked up mainly by observation and osmosis. He asserts that if the culture has to be changed, the logical way to behave also has to change in order to ensure that the behaviour that naturally follows from these unwritten rules is in line with new corporate objectives. For China's developing hotel industry there is an additional perspective that must be considered, i.e. both the written and unwritten rules are changed too frequently. As previously shown, China's hotels are facing a serious staff shortages exemplified by the increasing problem of rapid staff turnover. Those staff that are leaving the industry are mostly at supervisory and management level. Local managers are being poached by other IJV industry sectors which can offer better salaries and conditions, and the expatriate managers either have frequent assignment changes or fail to cope with the pressures of a China assignment. This leads to continual changes of leadership, each with different approaches and methods. Naturally rank and file staff are often confused by such rapid change, a factor which may well contribute to the frequency of turn-over, and to expect behavioral changes that comply with new corporate objectives to be achieved is often an unattainable short term goal. With a more stable management structure, and better human resources policies this may however be feasible in the long term. Wilhelm (1992) argues that people's behavior needs changing in line with their existing national cultural background, and proposes methods of increasing organizational 'capability' by helping employees to learn new behaviors, beginning with the formulation of a corporate strategy

and complementary human resource strategies, and finishing with the rewarding of desired behaviors and the constant reinforcement of behavioral change. Again, this is problematic to implement if staff turn-over is high. Burack (1991) comments that attempts to change culture often fail because of poor understanding of the intrinsic problems and an over-reliance on hurried solutions, or because, as seems to be the case in China's hotels, of the failure to deal with such basic problems as the business leadership and staffing matters. In the hotel industry it is often strong and consistent leadership that initiate and carry out those new developments and programme changes that lead to improved performance, rather than the development of a strong corporate culture, a view which is supported by Kotter and Pickett (1994). Similarly, Alvesson (1989) examined four of the most common conceptualizations of corporate culture, in particular looking at whether or not there are cause and effect relationships between an organization's culture and its performance. He suggests that many writers exaggerate the central role of culture as an influence on organizational efficiency and that the links they find are often unclear or speculative. His view is that culture should not be interpreted as a separate subsystem of an organization but instead as a 'metaphor', i.e. something penetrating organizational life in its totality. This can be demonstrated within hotel corporations, where it is common to find different units of the same parent organization both performing and reacting in very different ways, despite a common cultural background. Similarly, when opening a new property, management and staff scarcely have time to instigate a formal corporate cultural policy. This is an issue that customarily evolves independently and differently for each unit, and is often strongly influenced by those key managers involved. Wimalasiri (1991) presents an opinion that categorizes corporate culture as being either; bureaucratic,

innovative or supportive, suggesting that corporate culture has an impact on the strategic management of an organization . His belief is that only the ‘appropriate culture’ will allow the effective and efficient implementation of an organization’s formulated strategies. He further suggests that, of four presented models, only systematic management will ultimately prove successful. Whether or not it is possible to ‘manage’ corporate culture to fit this model is something he questions, quoting as positive examples, Apple, IBM, PepsiCo and Chase Manhattan as companies, which in order to survive, have achieved broad-based cultural change nationally and internationally, by using both evolutionary and revolutionary means. However, all four of these MNC’s have experienced lengthy, expensive and complicated process in achieving change. Lundberg and Woods (1990) state that in order to effect change, “... *managers need to understand culture, so that change is culturally sensitive*”.

Managing And Marketing In The PRC

With a quarter of the world’s population and a rapidly-expanding economy, China is presenting business opportunities that many western companies can no longer ignore, but as established, before entering the China market they must overcome a range of cultural, economic and political uncertainties. As we have seen, success relates to developing an understanding of a very different market, with a vast diversity of cultural structures, complexities and traits. Some of the Chinese cultural traits are common and well documented, for example the issue of face and the use of guanxi. One issue that is often overlooked is the almost national characteristic of ‘*Guo qing*’. This is a characteristic of the Chinese culture that can inhibit the imposition of foreign methods and ideas. In

practice, 'Guo qing' particularly affects consumer behaviour through a suspicion of new products. Whilst this principle holds good for branded consumer goods, it can also be applied to the hotel product. Western style food and beverage outlets, guest room design and amenities, and indeed western concepts of service and quality are very different from the Chinese norms. To this extent, Yan (1994) maintains that foreign companies looking for a share of the market must adapt to such aspects of the Chinese culture. This poses a number of challenges and complications to IJV's in building and managing corporate and brand identities in the rapidly-expanding Asia-Pacific market, particularly those dominated by Chinese culture. Schmitt and Pan (1994) identify the interrelated tasks involved in projecting corporate / brand identity as selecting viable names, establishing the right image and enhancing quality perceptions. They stress the linguistic and cultural aspects of names (which may vary from market to market), the need to project a prestigious image, to capitalize on local beliefs in the supernatural, and to understand the role of aesthetics and the ritualistic aspects of service as perceived by the Chinese culture. Yan (1994) concurs with this and stresses the importance of image-strong and symbolically-significant brand names, and an emphasis on product quality.

IJV hotels in China have only a limited history, and face a challenge in establishing and maintaining a consistent image. The brand names and corporate identities that are familiar in the west are to most of the local population comparatively unknown, and, if these hotel groups see their long term future with the local markets, then they need to adapt this concept of local tradition to achieve sustained growth. Connell (1992) argues that hotel chains are only now realizing the need to offer recognizable and consistent quality service

for their guests, and that consequently, the conditions favorable to branding are now present. If this is the case, it is likely that the late 1990's will see the development of pan-Asian hotel companies, using economies of scale and branding to gain competitive advantage. To develop and maintain an international standard of modern quality-oriented service styles, new or altered branding, regionalization policies, and an appreciation of other cultures is essential for success, a view supported by Teare (1993).

Beattie (1991) analyzed the extent of internationalization within the European hotel industry, by applying Porter's (1988) industry-mapping technique to 62 sample companies in an attempt to identify strategic groups and any possible correlation between company size and degree of internationalization. Due to the diversity of the companies sampled he found that there were no such distinct strategic groups, and that size was not a prerequisite for internationalization. Similarly, Olsen, Murthy and Teare (1994) show how the use of environmental scanning (identifying and tracking trends that lead to business opportunities and threats), is becoming common practice in many European hotel chains. This concept of environmental scanning is being utilized by some of the more progressive MNC's that are involved within the Asian hospitality arena, but is still being neglected by many others. In most organizations development planning, corporate policy and marketing strategies being aimed at providing for the existing needs of today's China market, that is the frequent international traveler (FIT), rather than at the much larger potential markets of the local Chinese and the expanding number of group international travelers (GIT's) or tourists.

Consequently, the operational policies of many IJV hotel companies operating in the PRC are geared to strategic issues management, that is a 'reactive-oriented' operational bias, which prominently monitors issues requiring alterations to operational plans, frequently fails to consider future trends. For success in a such a volatile and turbulent market place, IJV hotel companies need to identify techniques for detecting and predicting changing markets. Fender and Litteljohn (1992) show how strategic planning for hospitality organizations, the need to identify environmental factors and act to minimize threats and maximize opportunities, can develop these mechanisms. They itemize the key issues that need to be considered as ongoing market research, proactive management, close analysis of trading results, and environmental scanning. Their study also discusses ways in which hotel companies can respond to changing markets, showing how both physical factors, i.e. changes to design and hardware, and appropriate human resource policies can accommodate such change. West and Olsen's (1989) research (based on Ansoff's 1988 strategic issue management model), into the strategic planning processes in multi-unit hospitality firms, i.e. the relationship between environment, strategy and performance, gives an explanation of the evolution and use of environmental scanning; and stresses the importance of top management support and commitment to ensure the effective assimilation of the system into corporate culture.

Olsen (1991) in a later study of the European hospitality industry, asserts that increasing competition amongst corporate firms, and the current trend for down-sizing of head office staff, will require the development of new unit-level management skills, and that the change needed is from an operations orientation to one of strategic thinking. He believes

that competition is increasingly a process relating to which companies can best time the matching of the necessary internal structural changes to the implementation of strategies chosen to deal with increasing buyer power and the profitable use of new technology. He identifies two basic strategies that are currently being followed by European firms (1) focus and (2) multi-brand / multi-concept, the former lends itself more easily to the management changes required in internationalization, whilst the latter offers less danger of over-emphasizing too few competitive attributes. China's hotel industry has a huge local market potential, now with rapidly increasing buying power, and by the using multi-brand / multi-concept strategies, coupled with the advantages offered by new technology, could easily adopt and utilize marketing strategies geared to meeting the needs of the internal client in addition to those of the foreign visitor.

As already illustrated, product quality and consistency are important considerations to both local and international markets. Sharp (1991) CEO of Four Seasons Hotels, defines the key elements for success in the global market as being; a clear purpose and goal, quality service, customer focus, employee commitment and attitude, management integrity, and high performance standards, all which aim at total customer satisfaction. Whilst China's hotels are reaching for such goals they have several problems they must first overcome. Service quality cannot be easily measured, and the service industry naturally has a high cost of quality. Hotels and service organizations in the PRC must work to determine and control the cost of quality, which is defined by Bohan and Horney (1991) as the "*total resources spent to assure that quality standards are met on a consistent basis*", and they must assess the levels of quality required in terms of their

future market potential. Whilst hotels in China are striving to achieve international quality and despite the advantages of relatively cheap land and labour, they are experiencing this “high cost” phenomena. The ongoing costs of almost perpetual training, the provision of an appropriate infra-structure, the need for the introduction of new technology, the problems of sourcing quality operating commodities and supplies locally, and the lack of an adequately trained work-force with modern management potential are all negative factors in achieving this success. It would appear that new initiatives, particularly in the areas education and training, and in human resources policies are amongst the prime needs, and yet again cultural disparity must be considered in establishing these initiatives. Hansen and Brooks’(1994) investigation as to whether, given global business cultures, human resource development could be transferred across national boundaries confirms the concepts previously explored. They state that cultural incompatibility between company practices and national beliefs may be a limiting factor in achieving transfer, and that as motivational factors vary with culture and there is a strong need to consider social and cultural norms when selecting training and evaluation methods.

Back To The Future:

Appropriate training is essential in developing a body of skilled hotel personnel, and consideration must be made in three key areas which are; the nature and level of skills required by the industry in today's market place; the perception of the consumer as to continued provision of service and the maintenance of quality assurance; and , the needs of the work force. Technology is undoubtedly changing both the type of skills required in the industry, and affecting the numbers of personnel employed within its various

categories. As the number of international hotel chains increase within China, both standardized procedures and the use of high-tech equipment are being employed to ensure that customer expectations are constantly maintained, and that there is minimum product variation between one unit and another. Consequently, China's growing hospitality industry must consider its future evolution carefully. Human resource planning, and the associated issues of education and training are of vital importance to economical and environmental success and survival. Thought must be given not only to the procedures required to provide an ample workforce for the industry, but to the task of developing a skilled and technologically knowledgeable body of workers, who are conversant with internationally accepted standards and procedures. For China, expansion in this new market arena of hospitality and tourism will predictably produce a growth in the total number of employees required by the industry. With the acceleration of technological dependence, it is ultimately likely that the skills required will be those of the technologist and the specialist. Technical and social skills will become increasingly important, as will the abilities and attitudes needed to adapt to change. This means that flexibility and the acquisition of transferable skills, rather than the development of specific craft skills must be one of the key issues in future education and training provisions. Currently, the educational provision for the hospitality and tourism industries within the PRC is limited, and much of the emphasis for training staff is placed upon the employers. In-house training can produce relatively fast results within the limited arena of developing the physical abilities and skills required to operate in a given system, but its effectiveness is eroded by the rapid staff turnover that is being experienced within the industry. It requires a longer period of time to educate existing and potential personnel into accepting the need

for reformation within the industry, to alter attitudes, to provide the necessary skills for managing and dealing with the continuum of constant change currently occurring, and to develop a body of local staff with positive attitudes, technical skills and commitment to the industry. It is in these areas of managing change and developing commitment, that industry and those responsible for educating and training its future personnel, both in the commercial and the institutional sectors, must consider in their long term planning. Changes in the technological habitat, in the evolution of new organizational structures, and in the developing of local expertise will all assist in providing an enhanced working environment, with better pay, more favorable hours, improved training and promotional potential, a wider range of career prospects and greater job satisfaction. Prior to 1978, the only available courses associated with the hospitality industries offered within China's educational institutions were craft level courses of a culinary nature, focusing on the production and preparation of traditional Chinese cuisine. In a recent study of hospitality and tourism education within the PRC, Zhao (1991), identified a substantial growth in the number of institutions offering a variety of courses related to these industries. Currently, there are 271 vocational schools, offering basic hotel and catering education as a cross-curricular activity; 14 secondary professional schools offering supervisory level industrial education and training; and 69 institutions of higher education, offering a variety of courses from two year diploma courses to four year degree programs. These institutions have a combined roll of some 51,000 students, almost doubling the number of formally trained staff produced in the 1980-89 era, however when compared to the increase in hotel provision during the same period, and the enormous potential China has for future

development, then it is apparent that such provision is still inadequate. (China National Tourism Administration 1991)

Not only is the existing provision inadequate, there appears to be distinct variation between course content from one institution to another, and according to both academic sources, (Tao and Chang 1989) and personal interviews with industrial sources, (Armstrong, Regional Director of Human Resources, Holiday Inns International; Stephenson, Director of Human Resources Shangri La International, and Choi, Human Resources Manager, New World International Hotels), the context of the education and training provided has insufficient relevance to the requirements of an industry which is developing along modern technological routes. Pine (1992) shows that the use of new technology is important to the successful operation of hotels, whilst stressing that the success of such introductions crucially depends on the technology recipients being willing and capable participants in the transfer process; this requires a level of education not always available in developing countries. Where such a level does not exist the multinational hotel owners will have to take steps to provide it through skills training, work experience and promotional opportunities.

Bridging The Cultural Divide

As already stated, the hospitality and tourism industries of many S.E. Asian countries have tended to adopt western methodology, and those employed within these industries have readily acceded to western management practice. Often this has come about from a perceived need for western assistance in the fields of capital investment and technology

transfer, which has resulted in these investors being allowed *carte blanche* within the areas of hotel design and operational procedures. Such practice inhibits these industries from developing along local lines and according to local traditions and culture, and perpetuates the establishment of western concepts, management style and philosophy, often without the necessary understanding of how such principles work. Hymer, (1976) and Reynolds (1990) both proposed that local firms have better information about the economic environment in their country than do foreign companies and that they have an inherent awareness of cultural patterns. Reynolds (1990) goes on to further imply that foreign concerns only have a distinct advantage over local companies when the majority of their customers are from the operators home country. However, within the hospitality and tourism business, the customer base is often so broad, that the significance of this assumption is greatly reduced. Hotel employees at all levels, are frequently required to deal with a great variety of customers from a widely divergent pattern of cultural backgrounds. To do this successfully, they require an explicit understanding of the different backgrounds of their guests, and an ability to translate this understanding into practical methods of meeting the wants and needs of such consumers. An understanding of some of the aspects of inter-cultural interaction is an important step in adapting to and confronting the increasing complexity caused by a variety of every-day business situations. This is important not only in client-company transactions, but equally importance in most other cross-cultural business exchanges, such as when foreign managers are dealing with local staff, with local businesses and suppliers, and with local bureaucracy and authority. Lack of such cultural awareness can reinforce management problems stemming from a planned economy, and can undermine the legitimacy of formal organization. As a result of

cultural influence, the current moves in the PRC towards western management methods may not have the desired effect. A simple analysis of visitor origin statistics (CNTA 1992) shows that over 80% of China's hotel clientele are of Chinese origin and that 65% of these are PRC nationals. The implication of these figures raises the question as to whether such a majority customer base requires a westernized product, in terms of hotel accommodation, food and beverages and facilities, or whether they require a more traditionally "national" product ?

Chapter 4 - Methodology

“The Chicken Or The Egg”

Introduction

International and local hotel companies in China are currently striving to create an international hotel industry which meets with the variable standards expected by a culturally disparate categories of customers. Simultaneously, they are being faced with a high degree of multicultural diversity in their work force, notably through the use of expatriate middle and senior managers with authority and decision making powers, and with conflicting cultural values to the rank and file staff they employ.

In order to develop an industry that can deal with such a divergence of cultural obligations, the industry needs to focus on two significant areas, the consumer and the organization. First, in order to meet the requirements of the consumer, it is essential to become aware of exactly who the customer is, and what exactly are those customers' wants and needs. Secondly, as the focus of meeting such obligations falls mainly on operational staff, it is necessary for hotel companies to provide a body of trained staff, who are conversant with both the technical skills and the culturally related social skills required by those customers. These skills must also be entirely acceptable to both management and staff in the organization. To do this it would appear that there is a need for hotel companies to develop both corporate standards and training techniques which capitalize on the use of local cultural norms, and by which the cultural awareness and sensitivity of employees can be increased.

It has been suggested that China has problems in both recruiting and retaining such a body of staff, and therefore the industry needs to investigate the underlying reasons to this contention, and should examine the disposition of local Chinese staff towards the hotel industry as a career. Similarly, it is necessary to investigate the relevance of expatriate manager assignments in establishing, what is for China, a relatively new industry.

Research Aims & Objectives

This research was carried out in an attempt to discover whether cultural differences, and a lack of cultural awareness caused conflict within the Chinese hotel industry; to determine the extent of current practice in cross-cultural training (CCT) in China's hotel industry; and to establish the needs for CCT in this area. The research problem, simply stated, is to ascertain whether or not the management policies, as applied by those guest companies operating in China's IJV hotels, are appropriate to the development of the industry in the host country. Secondary issues involve examining whether the levels of management education and training, and the extent of cross-cultural training provided to both expatriate and local staff by the PRC's hospitality industry, are of worth and relevance to this development.

Following the preliminary research and a comprehensive literature review, several preliminary research questions can be developed:

- RQ1. Traditional Chinese culture and the revolutions which have taken place in China, will have a bearing on the ability of the staff to differentiate between service and servitude.
- RQ2. In order to provide appropriate training and development, international hotel corporations should consider the implications of cross-cultural interaction, in that all hotel employees should receive training on how to better cope with guests and colleagues with different cultural backgrounds.
- RQ3. The provision offered by international “brand name” hotels operating in guest countries is not necessarily that expected or required by the host market
- RQ4. Global hotel corporations should be moving towards localization policies, specifically in the areas of management staffing.
- RQ5. Transferred employees, overseas expatriates, and their families, should receive CCT before they start working in their designated host country.
- RQ6. Hotel training is unsystematic, and unrelated to the needs of the Chinese hotel industry.
- RQ7. Management practices in IJV hotels are western biased and of questionable relevance to the needs of China’s hotels

The research will investigate the attitudes and perceptions of expatriate and local staff towards the hotel industry in the PRC and the cultural differences that they encounter in their work, as well as exploring the disparity between consumer expectations and hotel provision. The facilitating objectives to achieve these overall aims are therefore:

- a) To examine the potential for cross-cultural diversities between national cultures, corporate culture, expatriate management and local operatives.
- b) To explore the differences between the services and service offered by the hotel and those expected by the customer.
- c) To investigate the attitudes and perceptions of the local staff towards service in the hotel industry.
- d) To design and test a methodology for the evaluation of such attitudes and perceptions.

e) To ascertain the educational and training needs of the hospitality industry in China.

In designing and testing suitable instruments for collecting and evaluating such hypotheses the methodology adopted in this research is based on the simple premise that *“the best method of getting an answer is to first ask a question”*. Consequently, and in addition to a thorough literary search, the research methods will be based on the use of structured interviews, and quantitative and qualitative questionnaires which intend to ask questions about :

- a) the feelings and attitudes of local staff towards the hotel industry, expatriate management and foreign guests;
- b) the views and opinions of expatriate managers to China’s hotel industry and the associated problems, challenges and rewards of working in it;
- c) the wants, needs and expectations of customers from hotels operating in China, and the degree to which hotels meet these needs.

To obtain the relevant data, and provide a corpus of knowledge suitable for achieving the above objectives the overall strategy employed will be based on the following model outlined in *Figure 4.1* and *Table 4.1*, which represents a seven level conceptual framework for the study, as much as a step by step approach to the collection of data on the most significant aspects of the evaluation.

THE SEVEN LEVEL MODEL
OF CROSS CULTURAL HOSPITALITY
MANAGEMENT EDUCATION & TRAINING
PROVISION IN THE P.R.C.

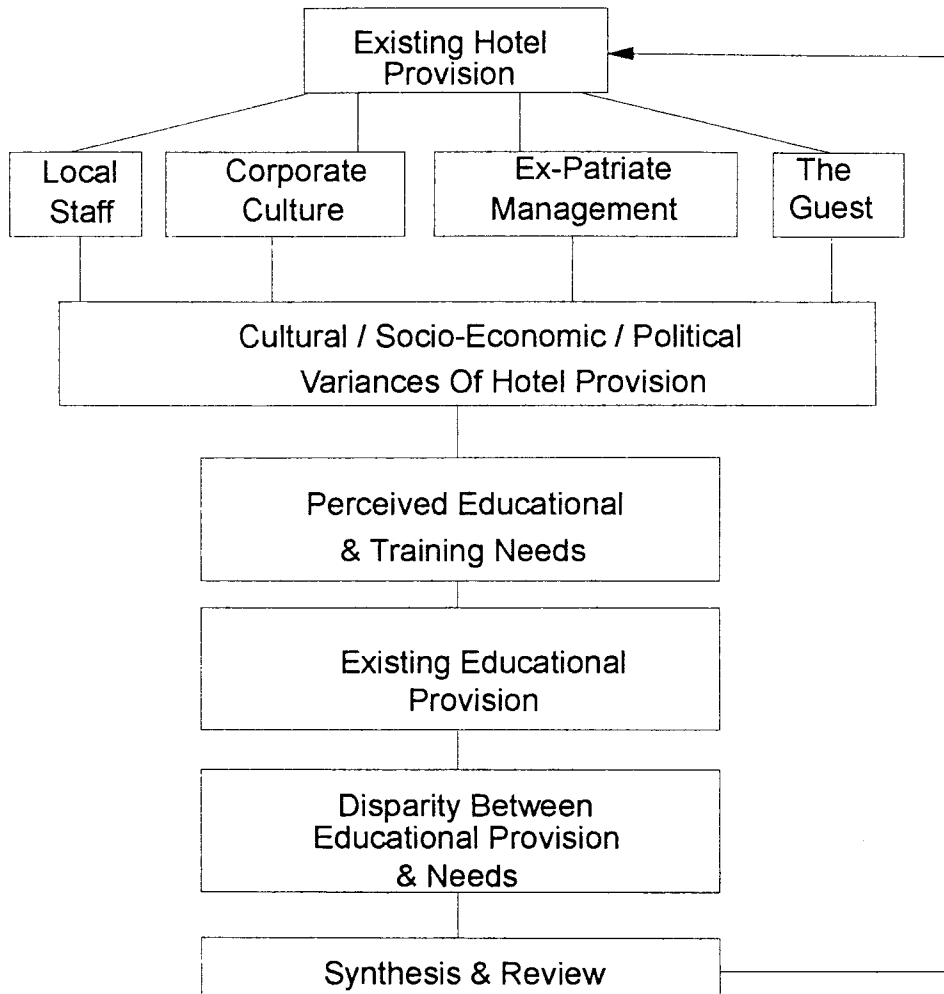


Figure 4.1-Conceptual Model Of The Research Problem

<i>Table 4.1 - Conceptual Framework Of The Study</i>	
LEVEL	RESEARCH TASKS
1.	Establish the service provision offered by hotels in the PRC and investigate customer needs and wants with regard to service expectations in hotels in China
2.	Data collected through literary research, interview and both quantitative and qualitative questionnaire.
3.	Examine the influences of culture from the stand point of the local staff, the expatriate manager, the corporation, the political and socio-economic background, and the interaction of each upon the others.
4.	Examine the perceived educational and training needs for both operative and management personnel in hotels in China.
5.	Explore the educational provision offered by tertiary institution for hospitality management and hotel operations.
6.	Identify the disparity between what is being offered as opposed to what is actually wanted by the hotel industry.
7.	Present a comprehensive synthesis and review of the customer's expectations, the hotels perception of customer expectations, and the ability of the staff to match up with either or both parties

Table 4.1 - Conceptual framework of the study

Over-View Of Methodology

The methodology to be employed in this research will comprise of,

1. Literary based research.
2. A survey questionnaire to investigate the expectations and needs of local Chinese, Western and other Asian hotel guests. This is to ascertain whether the product being offered by hotels in China is relevant to its markets.
3. Survey questionnaires to ascertain the attitudes and perceptions that Chinese staff have towards the hotel industry and to its customers;
4. A survey questionnaire to explore the perceptions of local Chinese middle managers and supervisors towards the use of expatriate staff.
5. A series of semi-structured interviews with expatriate managers operating in China hotels, to investigate their perceptions of the industry and its development.
6. An outline investigation of courses provided by the Chinese Government in tertiary educational institutions which specifically teach or train hotel operations, and a brief comparison between these and similar courses offered by establishments in the west.

Literary Based Research.

Articles on the topics of: China's hotel industry; China's culture; culture; cross-cultural interaction, cross cultural training; international and global business organizations; joint venture companies; expatriate managers; human resources management in a multicultural context; hotel education and training, and the design of the international training programmes were reviewed.

This was done by using variations of keyword searches related to the topics listed above, on CD ROM computer databases such as Anbar, ABI Inform, ERIC, EconLit etc. Many of the key word searches initially produced a large response, over 7,500 potential articles were generated, but many proved irrelevant to the needs of the research. Numerous articles initially located were from western journals, and the cases and information contained therein were not entirely applicable to the China case. By cross referencing and narrowing the search terms and patterns, some 250 relevant articles were extracted and reviewed. These came from a variety of hospitality management; management; educational; and human relations' management journals, periodicals, magazines, newspapers and books. Of the reviewed articles, there was a large resource of empirical data specific to cross-cultural management issues, to human resources policies in a cross-cultural context, and also in the areas of Chinese culture and history. However, of the 250 articles sourced only around 15% were entirely specific to the hospitality industry in China. Therefore, to obtain more relevant information in this area of the study, a series of questionnaires and interviews were designed, tested and conducted. Four international hotel management companies operating in China were used as the sample for the survey, and customers, local staff, and expatriate and local manager were asked to complete questionnaires and/or were interviewed.

The Method Of Selection Of The Hotel Properties In China

The four hotel management companies used for the surveys were Holiday Inn Worldwide, New World International, Shangri-la International and the Lee Garden Group. They were selected for a variety of reasons :

- These companies provided a wide geographical cross-section of properties in the PRC.
- It was considered that they would all have considerable experience in dealing with people (both guests and staff), from different cultural backgrounds.
- As international companies, it was assumed that they might provide CCT for their employees and train them to become more culturally sensitive.
- It was considered that there may be in existence, specifically designed training programmes or policies for transferred staff and overseas expatriates.

Background Of The Hotel Companies

1. New World Hotels International

New World Hotels International (NWHI) is a Hong Kong-based company that manages a diverse international portfolio of hotels, apartments and private clubs. Their published goal is try to meet the specific needs of the market it serves. Over the years, NWHI have built up a reputation for providing customers with first class service and real value for money. They have 11 hotels throughout Hong Kong, Macau, PRC and Southeast Asia. They now have 6 hotels in the project stage. Additionally, NWHI group also operate Food and Beverage outlets, clubs, property leasing management, computer services and steam laundries throughout the region. The company claim that their diversified business interests leads NWHI to have close contact with customers/guests and employees all over the world.

2. *Lee Gardens Hotels*

Lee Gardens Hotels originally date back to 1967 when a group of property trusts were consolidated and a 500-room hotel, the Lee Garden Hotel, was built in Hong Kong. Over the next two decades, Lee Gardens became one of the leading middle market properties in the newly developed south east Asian hotel market. The company's hotel growth was by developed by the acquisition of prime city center locations in large Asian cities, notably in the PRC, through joint-venture operations. Today, the company own seven properties, 5 in the PRC, representing over 5,000 rooms. Their flag ship property is the five star 2000 + room, Garden Hotel in Guanzhou.

3. *Shangri-la International*

Shangri-la International is a member of the Kuok Brothers Group of Companies. In 1978, the Kuok Group opened a hotel management company called Kuok Hotels. From this relatively small beginning, managing just 5 properties in Fuji and Malaysia, there has followed a period of rapid expansion and acquisition. In 1983 the name of the company was changed to Shangri-la International. From the beginning, the aim of the group was to offer deluxe accommodation coupled with a superior standard of service. Those same values still form the culture of the company today.

The group now operates both hotel and resort properties in key city center and resort destinations, primarily in the Asia Pacific region. The hotels claim to offer “*a unique blend of East and West within a harmonious and hospitable settings*”. The hotels are renowned for their spacious accommodation, many with conference and meeting facilities. The resorts are situated primarily in exotic destinations and profess to “*provide a haven of tranquillity, relaxation and comfort while having respect for the local colour and flavour of their own environment*”.

In order to fulfill their management obligations, Shangri-la International concentrates on five main disciplines, namely: development, marketing, personnel and training, operations and finance. Shangri-la company policy states that; *“they pay great attention to the training and development and welfare of its employees so as to provide career advancement and continuity of service. Personnel are exposed to a variety of hotel and resort operations within a multitude of disciplines in order to develop a flexible, adaptable and entrepreneurial spirit”*. Shangri-la International also asserts that they are making dramatic in-roads within the hospitality industry, as the company is perceived by its customers as being a deluxe group of hotels and resorts with truly international standards of both product and service.

4. Holiday Inn Worldwide Hotels

Holiday Inn Worldwide corporate policy recognizes that travel needs vary depending on both circumstances and destination. With this in mind, they offer a variety of products designed to meet the diverse needs of their customers. Their products are positioned to appeal to the broad, mid-market customer category, which represents over 70% of all room nights sold around the world. Holiday Inn hotels offer dependable service and attractive facilities, including restaurants, lounges, swimming pools, and meeting and banquet facilities. These full-service hotels are located everywhere in North America, and based on the premise that this package will work elsewhere, they have promoted aggressive development strategies and sales and marketing techniques, which they claim have made Holiday Inn the most recognized hotel brand name around the world.

With 58 hotels and more than 18,000 rooms in 15 countries and territories throughout Asia Pacific, Holiday Inn Worldwide is currently the largest single hotel brand operating within the region. Holiday Inns propose to continue their pro-active approach toward regional expansion, and have developed a two-tiered strategic plan

to increase their presence in key international gateway destinations, while also developing domestic networks in targeted countries.

Background And Logistics For Selecting The Sample Of Hotel Properties

Originally the sample of hotel properties to be surveyed in the PRC were selected with the objective of obtaining as wide a geographical cross-section of properties as possible. It was thought that there could be regional variances in both staff attitudes towards the hotel industry, and in guest needs throughout the different regions of China, and due to the vast size of the country, even within these regions there could be marked differences in attitude. The first approach for permission to survey properties was made to the Holiday Inn Corporation (Asia Pacific), who currently operate the largest number of hotels in China. Initially discussions with the organization went very smoothly, and in principal all of their 27 China properties were intended to be used. Following this success of being granted access to use a joint-venture company, that is a company which has both mainland Chinese and overseas investment, an attempt was made to obtain permission to survey a similar sample of Chinese state owned and operated properties, in each of the cities in which there was a Holiday Inn. An interview took place with Professor Yu, the Section Head of the Ministry of Hotel and Travel Service Management in Beijing, to seek approval and permission, and to request him to use his influence in gaining the co-operation of these State run hotels. Whilst Professor Yu thought that there could become very interesting and useful outcomes from the research he did not think that he could assist with the research at this stage. He requested that the studies continue and that the findings be forwarded to

him for consideration at a later date, for possible utilization within the State owned system of hotels. This meant that the research could now only be conducted in joint venture hotels in China. A timetable of action was drawn up using the properties of the Holiday Inn Corporation, and dates for visiting the hotels were arranged.

Unfortunately, when the Regional Director of Human Resources was approached for final approval he felt that Holiday Inn was unable to assist in the project for reasons which were put down to inappropriate timing.

Accordingly a new search for joint-venture hotels in China which covered a representative area of the PRC was made. This resulted in Shangri-la International Hotels and Resorts, and New World Hotels International agreeing to allow the use of their properties for conducting the research. Interestingly, whilst both companies are Hong Kong based, the Shangri-la Group has Malaysian Chinese owners, with predominantly western personnel at corporate management level, whilst New World Hotels have Hong Kong Chinese owners and are controlled predominantly by Hong Kong Chinese personnel at corporate level. At the outset of the work with these companies there was no expectations that this dissimilarity would have any bearing on the research. However, it was later found that the cultural attitudes within the two operations did have an impact on the results, and this will be further discussed later. By using Shangri-la and New World Hotels, a sample of properties in many of the major cities and locations were available in which to conduct research (*see Table 4.2*)

Table 4.2 Sample Hotels And Locations

HOTEL	COMPANY	CITY	LOCATION
Golden Flower	Shangri-la,	Xian	North Western China
New World Grand	New World	Xian	North Western China
Jiang Guang	New World	Beijing	North Central China
China World	Shangri-la,	Beijing	North Central China
Portman Shangri-la	Shangri-la,	Shanghai	Eastern China
Yangtze Shanghai	New World	Shanghai	Eastern China
The Astor	New World	Suzhou	Eastern China
The Dragon	New World	Hangchow	South Eastern China
Hangchow Shangri-la	Shangri-la	Hangchow	South Eastern China
Shangri-la	Shangri-la	Shenzen	Southern China
China Hotel ①	New World	Guangzhou	Southern China
Garden Hotel ②	Lee Gardens Hotels	Guangzhou	Southern China
Gui Shan ③	New World	Guilin	South Western China
Holiday Inn ④	Holiday Inns	Guilin	South Western China

All of the properties initially selected, with the exception of the Garden Hotel②, were operated by either Shangri-la or New World Hotels. The Garden Hotel is an individual property belonging to Lee Gardens Hotels International, (also a joint-venture property owned by a Hong Kong based company). This was selected to maintain the balance of two hotels to each city, especially as Guangzhou is one of China's principal Cities, and Shangri-la was currently not represented either in Guangzhou or in Guilin. When all of the research, with the exception of Guangzhou and Guilin, had been completed, the New World Group would not permit any further access to their properties. The reason given was that the percentage of joint-venture ownership in these two properties was in favour of the Chinese partners, and these partners did not wish for this research to be conducted. This meant that data could not be obtained from the China Hotel①; Guangzhou, nor the Gui Shan Hotel ③ in Guilin. Consequently, an alternative hotel in

Guangzhou was unable to be found in time to fit with the travel arrangements, and only the Garden hotel was used. The Holiday Inn ④ in Guilin independently agreed for the work to be conducted with them, and so their property was used in place of the Gui Shan. These hotels were used throughout, for all of the questionnaires, interviews and repatory grid analysis work which was conducted.

Expatriate Manager Survey (1)

Interviews with expatriates and ex-expatriates in the hotel industry were conducted as it was expected that this area of research would assist in answering the research questions; that transferred employees, overseas expatriates and their families should receive CCT before they start working in their designated host country; that international hotel corporations should consider the implications of cross-cultural interaction in order to provide appropriate training and development; and; that global hotel corporations should be moving towards localization policies, specifically in the areas of management staffing.

The main purpose of these interviews was to investigate the views of expatriate managers on the local industry; their pre-location needs; and the difficulties they encountered in settling in China, both from a personal and from a business perspective. It is expected that this information will provide a balanced perspective to other areas of the research, assist human resources professionals in hotel companies to evaluate the type of manager best suited to succeed in overseas postings, and in ascertaining what assistance should be provided for transferred staff and overseas

expatriates. It will assist IJV hotel companies in their policy formulation for CCT programmes; and will also provide information for hotel general managers to devise training programmes for staff who are required to have close contact with multi-cultural guests. It also served as a base to develop training programmes for expatriates and employees assigned overseas based on the length of assignments and the degree of integration needed with host culture.

Sampling Techniques

The hotel properties surveyed were asked to select up to ten expatriate managers currently employed to attend a one hour interview and discussion session. The sample preference was for a variety of different nationalities and disciplines to be selected, and for approximately five or six members of the expatriate team to attend. These managers were then invited to attend a semi formal “round table” discussion forum, following a short initial briefing. The discussion was led by the researcher, using direct questioning techniques and by prompting responses on the topics listed below, which were successively introduced into the discussion. The sessions were all tape recorded, and subsequently transcribed, annotated and abstracted.

Structure Of The Interviews

The interviews were based on a semi formal “round table” discussion forum, following a short initial briefing. The interviews were held wherever possible, in informal locations over coffee or tea. The invited staff were informed of the complete confidentiality of the interviews, and that anyone of them could, at any time, request that the tape recorder be switched off. This happened on four separate occasions,

notably when staff were speaking on political issues concerning the communist party, or wished to discuss corporate policies that they found unfavorable. Despite the apparent and deliberate informality, the interviews were structured to gauge the opinions of these expatriates on eight pre-selected topic areas, which were sequentially introduced into the discussion. Despite the limitations of the areas of investigation, a number of other important areas and considerations emerged from the discussions as was expected. The principal topics investigated were methodically based around the following eight areas in all of the properties surveyed:

1. The expatriates' views on the current state of the hotel industry in China.
2. How they saw the future development of the industry.
3. What changes were occurring in the customer base and mix.
4. What changes were occurring in the wants and needs of the international traveler.
5. The expatriate in China and the problems encountered.
6. Perspectives on staffing and on the standards and training needs of local staff.
7. Local bureaucracy and the problems it entailed if any.
8. Corporate culture and bureaucracy and the problems it entailed if any.

The main aspect of this part of the research was to obtain the attitudes and opinions of expatriate management about operating hotels in China, and to find out what they felt were the important factors for improving quality within the Chinese hotel industry.

This was done by conducting semi-structured interviews with expatriate managers.

The objective of these interviews was to establish whether the feelings of the staff were shared by management and vice-versa. Ascertaining the extent of management/staff harmony would also help enable personnel and training officers, educational

institutions and hotel companies to best gauge whether or not to employ expatriate staff. If hotel companies intended to continue this practice, the research aimed to show which nationalities of expatriate management were most acceptable to Chinese locals, and what training and counseling must be given in order for local Chinese staff to best cope with "foreign" ways. Conversely the research also hopes to show what guidance should be given to new expatriates to enable them to suffer the minimum of culture shock in their new environment.

Staff Attitudinal Surveys (2)

In addition to establishing hotel guest's wants, needs and expectations, it was considered necessary to identify what local staff working in hotels throughout the PRC thought about the industry. The research will also look at: the thoughts and perceptions of Chinese front line hotel workers concerning the hotel industry as a long-term career; their attitudes regarding the clientele who stayed in their properties; and the levels and value of the training they received. The intentions of such surveys were to provide a source of data by which the curricula offered by PRC hotel schools, and the training offered by hotel companies, could be measured and compared against the real needs of the industry, the academic levels of the potential staff, and the aspirations and attitudes of existing hotel workers towards hotel employment as a long term career.

Sampling Techniques:

This information was obtained from surveys conducted in a number of hotels throughout China (n=12), following initial pilot studies conducted in Hong Kong.

Depending on the size of property, each hotel within the sample group was asked to select between 10-20 rank and file staff from a variety of disciplines, i.e. front office, food and beverage, accommodation services, back of house. Whilst the selection was done at random, hotels were asked to attempt approximate proportional representation from amongst their staff departments. Staff were then asked to complete three questionnaires. The first (Appendix A1) asked them to grade various aspects of their job with regard to the levels of satisfaction achieved and expected, from a range of given job satisfaction indicators (JSI's) which related to their working conditions and environment.

The other questionnaires (*Appendices A2 and A3*) were structured to find out how staff felt about:

1. different nationalities of hotel guest.
2. the methods of training/education which they felt were necessary for their job, or which they felt they would like to accomplish.

These questionnaires were based on Kelly's Personal Construct theory, using variations on the repertory grid technique. Lewis (1991) champions the use of such psychometric analysis, claiming that it is useful for improving the morale and motivation of employees, and in ensuring that a company does not recruit 'cultural misfits' in the first place. He supports the view that such testing can reveal the full potential of existing staff and lead to internal promotion, and can also be used for a training needs analysis to rectify shortfalls in individuals' training. Sparrow et al (1992) also reported

success using a repertory grid technique in analyzing the current attitude to training food service staff in restaurants and hotels in the UK.

Language of Questionnaires

All staff surveys were written in both English and Chinese, and staff had the option to complete the questionnaires in either language. An initial verbal and bi-lingual introduction to the rationale behind the survey, and to the method of completion was also given, to ensure complete understanding of the techniques required and to allow questions to be raised. To ensure linguistic accuracy, the initial survey was written in English and translated into Chinese. Then a second blind translation back into English was carried out, and any misinterpretation or inaccuracies were corrected.

Questionnaire Distribution

Each hotel within the sample group, was asked to select between 10-20 rank and file staff from a variety of disciplines, i.e. front office, food and beverage, accommodation services, back of house. Whilst selection was at random, hotels were asked to attempt approximate proportional representation from amongst their staff departments.

Staff selected were requested to attend a semi-formal bi-lingual briefing, where they were given the opportunity to ask questions, or to ask for clarification. All staff were then given sufficient time to complete the surveys under supervised conditions.

Structure Of The Surveys - (see appendices A1-A3)

Staff Survey A: - Job Satisfaction Survey (Appendix A1)

- Section 1: Asked the respondent staff to complete a biographical set of nine cases to record : job title, age grouping, sex, marital status, level of education, length of employment, promotion record, and overall satisfaction of their present job. Case 9 was the only open-ended question, which asked the respondent whether or not they would recommend the hotel industry as a career to their best friend, and to give reasons for their answer. This was included as a control to test the validity of their responses, in that if they were truly dissatisfied with their career choice they would be unlikely to recommend the industry.
- Section 2: Listed twenty factors relating to job satisfaction, and asked the respondents to give two ratings, each ranked on a scale from 1-4 (1 Low- 4 Very High), for each Job Satisfaction Indicator (JSI). The first ranking measured the amount of the various JSI's current in their present position, the second ranked how important the JSI's were to the respondents. The JSI's used were derived following a pilot study conducted in two sample hotel properties in Hong Kong - i.e. *New World Harbour View, and Kowloon Shangri -la-* where rank and file staff (n=40) were asked to list the 20 most important factors relating to job satisfaction current in their work environment. These were analyzed according to frequency of response, and tested with a further sample of staff from the same hotels.

Staff Survey B: - Staff Perceptions Surveys (Appendices A2-A3)

These questionnaires were based on Kelly's Personal Construct theory, using a variation of the repertory grid technique, and were structured to discover how hotel staff perceived and felt about: (a) the different nationalities of hotel guest they encountered ; and;

(b) the different types and methods of training/education potentially available to them.

The questionnaires utilized a five column grid, recording different categories of (a) hotel guest and (b) education and training mechanisms on their vertical axis; and having a list of classifiers relative to the sets of categories on their horizontal axis. The classifiers formed a positive / negative statement, for example, *necessary to learn practical subjects - not necessary : easy to talk to - hard to talk to*. Respondents were asked to rank the classifiers on a 1 - 6 scale (1 highest score / 6 lowest score), purely on their experience, perceptions and feelings.

Section 1. Asked respondents to classify their feelings about the different nationalities of hotel guest they encountered, using a 5 column x 21 row grid, ranked on the above 1-6 scale.

Section 2. Asked respondents to classify their feelings about the different types and methods of training/education potentially available to them, using a 5 column x 12 row grid, ranked on the above 1-6 scale.

Again the classifiers used in the study were derived from a pilot study conducted in the above two sample hotel properties in Hong Kong - i.e. *New World Harbour View, and*

Kowloon Shangri -la. Rank and file staff (n=40) were interviewed and asked to list their feelings about foreign guests and about education and training. Their responses were analyzed according to frequency, and tested with a further sample of staff from the same hotels. As there was a potential question concerning the validity of using Hong Kong Chinese staff's perceptions as a test in these areas, when the final survey was intended to measure the perceptions of mainland Chinese staff, a further pilot sample was surveyed, using the Garden Hotel, Guanzhou. Comparisons between the two samples revealed very little difference in perception, although corresponding interviews showed that the Hong Kong staff had a greater awareness of the 'concept' of foreigners, through personal experience, media exposure etc., than did some PRC staff, notably older, back of house PRC staff.

It was anticipated that by using the results as a training needs analysis tool, the findings from these questionnaires would provide the information necessary to enable the creation of training and educational philosophies which could: assist in analyzing and improving the current attitude towards training; remedy deficiencies in an individuals' training; would be best received by the hotel staff; would improve morale and motivation; and which could expose latent talent amongst existing staff, thus providing the hotels with a short list of local staff suitable for internal promotion. (Lewis, 1991; Sparrow et al 1992). The offering of "*tailor made*" and more meaningful courses, could help to increase the image of the hotel industry as a good employer in China, as well as help to retain the staff who are leaving for jobs with more social hours. The attitudinal findings of the staff about the industry could be used

to help recruitment agencies and the hotel industry become better placed in the competitive job market, through careful scrutiny of the remuneration packages offered to hotel staff. The information would also assist hotel management and the People's Republic of China in ascertaining to what extent both Chinese and Revolutionary culture has on the operation of hotels. Huyton (1991) showed that culture has a profound effect on the attitudes and ways of learning for Hong Kong Chinese students. One hypothesis of this work is that both the Chinese culture and the revolutions which have taken place in China, will have a bearing on the ability of the staff to differentiate between service and servitude. The study would examine whether these same cultural values are still present in today's China, despite the 1947 revolution, and to what extent they might impinge on the hotel industry. Similarly, the work would explore the effects which revolutionary culture has on the attitudes of hotel operatives with regard to their perceptions of service, subservience and equality when dealing with management, local Chinese customers and visitors.

Local Manager Survey (3)

It was also considered necessary to identify what local supervisors and managers working in hotels throughout the PRC thought about the industry and its future, about their long-term career prospects and goals, their attitudes towards expatriate managers and colleagues, and to the levels and value of the training they received. The intention of this survey was to provide a source of data by which the use of local and expatriate managers could be measured and compared against the real needs of a developing industry. It would also measure the academic levels, aspirations and attitudes of

existing local supervisory staff, test the validity of the training offered by hotel companies and the curricula offered by PRC hotel schools, in terms of developing the industry along local lines, and give some indication of moves towards localization by the hotel companies concerned.

Sampling Techniques

This information was obtained from surveys conducted in a number of hotels throughout China (n=12). Hotels within the sample, were asked to select between 5-10 local junior managers and supervisory staff from a variety of disciplines, i.e. front office, food and beverage, accommodation services, back of house. Whilst selection was random, hotels were asked to attempt approximate proportional representation from amongst their staff departments.

Language of Questionnaires

All staff surveys were written in both English and Chinese, and staff had the option to complete the questionnaires in either language. An bi-lingual introduction to the rationale behind the survey, and to the method of completion was also given, to ensure complete understanding of the techniques required. As with all multi-lingual surveys, to ensure accuracy, the initial survey was written in English and translated into Chinese. Then a second blind translation back into English was carried out, and any misinterpretation or inaccuracies corrected.

Questionnaire Distribution

The hotels were requested to randomly select between 5-10 local junior managers and supervisory staff from a variety of disciplines. These staff were asked to attend a bi-lingual briefing session, and then to remain in a discrete environment to complete the questionnaire. In some properties (n=8), informal discussions also took place after the survey had been completed. Because of time scales and work pressures the General Managers of other properties requested that the selected staff were issued the survey during their morning briefing, and returned it within 24 hours. It is possible that in some of these cases superiors may have wanted to scan the information for personal or political reasons prior to returning the completed questionnaires. This perception was supported on two occasions by the fact that two groups of local supervisors requested off property “informal discussions” after the survey had been completed to illustrate their views of expatriate managers and their company.

Structure Of The Survey - (see appendix A4)

The survey was divided into three parts and used both closed and open ended questioning techniques.

Part 1 This section had 17 questions, and asked the respondents to provide biographical data, and data concerning previous education and training.

Biographical data

Q1 asked for age, sex, marital status, educational qualifications and current job title. Q2 asked for a brief resume of career to date.

Management Training

Q3 asked if respondents had received formal management training prior to joining the hotel industry, if respondents stated (yes) they were asked to complete Q's 4-7, and then proceed to Q10. If they answered (no) they should proceed to Q8.

Q4 asked for details by type of institution, whilst Q5 asked for details of subject areas studied. Q6 asked whether respondents would be prepared to study further. Q7 asked for details of the type of further study required. For those managers who had not received formal training Q8 asked if they wanted such training. Q9 asked for details about the type and nature of training.

In-house Training

Q10 asked about participation in in-house training. Q11 asked for details, course topic, length and location of in-house courses. Q12 asked about the level of use and relevance of these in-house training course to the respondents job. Q13 asked for open ended comments about the quality of such courses.

Other Training Areas

Q14 asked for opinions on local hotel schools and courses, using open-ended questions. Q15 asked about the importance of language training, and Q16 asked about specific language training required by staff. Q17 asked about the respondents levels of language ability, and their native language.

Part 2

This section had 9 questions, and asked the respondents to provide data on their views of both local and expatriate managers working in the industry.

Q1 asked respondents to classify the category of manager they currently worked for, i.e. local Chinese, expatriate western, expatriate Chinese, or expatriate Asian, or others.

Q2 asked for their preference with regard to the above five cases.

Q3 asked for their thought on their superior in four areas, personality, expertise and skills, experience, other aspects, with two open ended rankings, i.e. good points and bad points.

Q4 asked respondents to list the advantages and disadvantages they perceived over employing expatriate managers.

Q5 was a reverse of Q4, and asked for the advantages and disadvantages they perceived of employing local managers.

Q6 asked respondents to explain their views as to the differences between local and expatriate managers.

Q7 asked respondents to qualify how well expatriates were accepted by local staff, using four cases; well accepted; accepted; tolerated; not accepted.

Q8 asked respondents to compare the qualities of both types of manager in three areas; knowledge, skills and attitudes, using three cases, superior, same, inferior, with one additional open ended case for other qualities

Q9 asked which type of manager conducts training using six cases; i.e. local Chinese, expatriate western, expatriate Chinese, or expatriate Asian, other categories, several categories.

Part 3

This section used mainly open ended questions, had 8 questions and asked respondents to provide data relating to; their views on the industry as a career and their future career intentions and prospects,.

Q1 asked respondents about the advantages and disadvantages of working in the industry.

Q2 asked respondents for their reasons for working in the industry.

Q3 asked respondents if they would remain in the industry.

Q4 asked respondents to state their ambitions if they stayed in the industry.

Q5 asked about their views on career advancement

Q6 asked those who did not intend to stay in the industry what their reasons for leaving would be.

Q7 asked if respondents would recommend the industry as a career to others, and to qualify this by giving reasons for or against.

Q8 asked what changes respondents would like to see regarding job opportunity and conditions of work.

That data provided from this survey is intended to test the research questions that in order to provide appropriate training and development policies, international hotel

corporations should consider the implications of cross-cultural interaction, and that hotel employees should receive training on how to better cope with guests and colleagues with different cultural backgrounds. The research would also provide data on the intentions of global hotel corporations towards localization policies, and how far these are being attained or utilized.

Consumer Survey (4)

This part of the work will test the research question that the provision offered by international “brand name” hotels operating in guest countries is not necessarily that expected or required by the host market; that in order to provide appropriate training and development, international hotel corporations should consider the implications of cross-cultural interaction; and that hotel employees should receive training on how to better cope with guests and colleagues with different cultural backgrounds. In discovering what training is specifically required, it is necessary to consider the demand for cross cultural training from a variety of view points; that is that the training needs of imported managers and specialists to function in an unfamiliar environment, and the training needs of local employees to deal with a variety of culturally different consumers, and culturally different employers. Yet, before this can be established, it is first necessary to establish what the needs, wants and expectations of the traveling public in China with regard to hotel accommodation and services. A questionnaire was devised which asked the guests of 15 hotels in 8 cities throughout China, to list what they felt was important to them, and what levels of service they expected. Baker, et al (1993), in their study, showed how the levels of expectation varied with the location of

the hotel and the culture of the host nation. Consequently it was expected that the various cultures of the visitors to China would create different needs and wants from a hotel. For example, from empirical studies conducted by hotels in Hong Kong, Asian guests use the "health club" facilities and swimming pool far less than Westerners. One may, therefore, question the need for hotels to supply such facilities if their market mix is predominantly Asian. Thus, in achieving the broad research objectives, it was first deemed necessary to determine the variety, level and quality of services that hotels in China were offering to their guest, and whether or not these services met with those guests' wants and needs.

It was felt that a consumer survey would also provide a broad base for comparison between the properties surveyed, and provide a corpus of knowledge related to the type of customer currently using such properties. It would give information as to market trends and provide data for analysis, application and supposition as to whether the market was developing along western or Asian lines, and whether this development was relevant to that market sector.

What Does A Guest Want From A Hotel In China?

The hotel industry worldwide still tends to operate from the assumption that an incumbent General Manager knows best what the customer wants. This statement is supported by the fact that prior to the late 1980's, no hotel company had conducted a guest needs analysis of any worth. Whykham Hotels were the first company to ask their guests what was important to them (Hotels; Vol. 4, 1984 pp. 87-90). This survey

was followed by the Hyatt Group's own survey within the USA, which was still little more than an extension of their own in-house guest questionnaire. The assumption that a General Manager knows best can no longer hold true given today's emphasis for providing customer oriented service standards. For managers to function in an international market they need current information as to their customer base. Thus, to enable appropriate policy decisions to be made, and to allow Chinese front-line hotel staff to receive an education or training that would permit them to meet the requirements and expectation of the international guest, it is necessary to discover exactly what those guest's expectations are when using a hotel in the PRC, and to establish how far staff already satisfied these needs.

The Establishment Of The Expectations Of Hotel Guests In The PRC.

Apart from the facilities of a hotel, the guest also has come to expect levels of courtesy and service which are more than mere efficiency. Hall (1990) explains that when we purchase an item from a shop our concerns are; whether or not the item is what is wanted, and whether or not it functions to our satisfaction. The service which goes with the purchase of the item is secondary to the main point of buying the product. The hotel industry produces products and items, but they tend to be specifically geared around food, drink and accommodation. Whilst the main point of buying the food or drink maybe to satisfy hunger or thirst, more often it is a social function carried out at a particular time of the day. One of the prime reasons for eating in one establishment rather than another, is the affability of the interaction between the customer and the service staff. In every case this interaction between staff and customer is evaluated by

the customer, in most cases subconsciously, against their own expectations. Similarly a person wishing to sleep in a hotel for the night does so with his or her own expectations. One's own bedroom is a personal and intimate area, and accordingly those expectations which surround such a room can vary enormously. Hall (1990:15) states that :

“At some point, the guest will gather all those expectation and interpretations together into a judgment of the facility. Unless something dramatic has taken place, for example, a rude employee or a bad meal, the guest will probably be unable to explain how he or she rated the facility. One thing is certain: if the experience was a pleasant one, the guest knows it. As with Michael Angelo’s *‘David’*, all the individual components blend harmoniously into near total perfection. Although all the senses are employed in the assessment, what matters is how the senses are translated into a net perception, that is, whether the experience matched expectations”.

From current literature reviews and personal experience, it would seem that service standards in most properties are well below the expectations of most international travelers. Cullen (1988:77) for example, comments that China's major problem in developing a viable international hotel industry would seem to be in these very area of service and standards, and states that ; “while there are some exceptions, few of the hotel or restaurant employees in the Peoples' Republic of China have any idea of international standards - mediocre food, facilities and service are common”. Cook (1989:66), blames a variety of factors for the problems and delays in developing the

industry, amongst these are the infrastructure, poor communications systems, lack of national investment, poor sanitation, and lack of training and education. He argues that ; "the lack of adequate training and vocational schools, government funding, and a western-style real estate industry inhibits the growth of the Chinese tourism industry".

Sampling Techniques

Because of the east / west mix of customers, it was anticipated that there would be a substantial variance between the needs wants and expectations of the various guest types. To assist in analyzing this factor, it was decided to categorize hotel guests into five principal ethnic groupings. These groupings were based around market mix figures provided by Holiday Inns Asia/Pacific (1993), and international arrival statistics published by the China National Tourism Administration (NTA-1992). These groupings were; Western, Japanese, South East Asians, PRC nationals, and compatriot or overseas Chinese (classified by the PRC as *returning nationals*). The western grouping incorporated all persons who gave their nationality as coming from Europe, North and South America, Australia, New Zealand and South Africa. From the author's personal experience in the hotel industry, and from discussions with local Hong Kong hoteliers and taking Hofstede's (1980) cultural mapping into account, it was felt that in general travelers from these countries had similar cultural expectations, needs and wants from a hotel. The second group were Japanese. The reason for Japan having its own category was because of all arrival categories to China, Japan constituted 23.6% (CNTA 1992), the single largest number of international arrivals

from any one country. Once again, for the reasons illustrated above, it is known that the international Japanese traveler tends to be specific in their wants and preferences.

The third segment, South East Asians, constituted a large percentage of international arrivals to China, 27.6% (CNTA 1992) as a collective grouping. To date no specific research regarding the needs, wants and expectations of this group of guests has been undertaken. This may well be due to the relatively rapid economic expansion of this part of the world, with countries such as Singapore, Taiwan, Indonesia, Malaysia and Korea now becoming regular inter-regional travelers. According to the Hong Kong Hotels Association, (Annual Statistics: 1993) and the Hong Kong Tourist Association, (Visitor Arrival Statistics :1993), this category of guest is the fastest expanding market for the Asian hotel industry. Because of the size of this market, and its importance to the hotel industry in the region, it was decided to allocate them a category of their own. Within this group all countries from Korea across to India and Pakistan, and as far south as Brunei, Indonesia and the Philippines were incorporated. It also included the newly emerging nations of Indo-China. The overseas Chinese group included all those Chinese peoples from the peripheral countries of Mainland China, namely Hong Kong, Macau and Taiwan. The PRC officially recognizes Macanese and Hong Kong Chinese as returning compatriots, similar status is accorded to Taiwanese, who have only been officially welcomed back to China since 1988. Because these three groups of people are seen as returning compatriots they are not included in the published official figures for international visitors to China. The arrival figures for these three countries in 1991 amounted to 31,452,863.(CNTA, 1992). Although there are no specific

figures available, it must be noted that the majority of visitors in this category would be visiting friends and family, and would be unlikely to use a hotel, but it was expected that the travelers and business people in this group who did use hotel facilities, would have different wants and needs to other groupings. The final grouping was for local Chinese, that is people from the PRC. According to Armstrong, Regional Director for Recruitment and Training, Holiday Inn Worldwide (Asia / Pacific Region), the local Chinese market is becoming the fastest growth area within China, for his organization. As with the South East Asian market no research has been conducted into the expectations and wants of PRC locals.

Language of Questionnaires

So that the majority of guests were able to comprehend the questionnaire, they were written in English, Chinese and Japanese. In the cases of the Chinese and Japanese questionnaires, they were translated from the English, then given to another translator who blindly translated them back into English, and any misunderstandings or colloquialisms were thus removed or rectified.

Guest Questionnaire Distribution

In all of the hotels (n=12) used, all were given the same number of questionnaires, that is 50 in English, 50 in Chinese and 50 in Japanese. (*Appendices A5-A7*). Instructions were then given to the Front Office or Rooms Division Manager, as to how best distribute the questionnaires to achieve the best response rate. As each of the hotels had an accurate breakdown of their market mix; for example a hotel could have a mix

as follows:- 25% Westerners, 35% Overseas Chinese, 15% Japanese, 20% South East Asians, and 5% local Chinese; it was requested that the hotel attempt to collect questionnaires within a similar percentile range. It was agreed that the reception staff would ask guests at random to, *"Please assist the hotel in it's task of offering you, the guest, a better and more meaningful service. By completing this questionnaire you will be helping us to help you."* A note was made that a particular guest had been given a questionnaire, and this information was passed on to the Front Office Assistant Manager, or Guest Relations Officer. They in turn were to introduce themselves to the customer, and once more reiterate how important it was that we received their views. To further entice the guest to complete the questionnaires the hotel was to offer each guest a complimentary drinks voucher for having completed the questionnaire and having handed it in to either the Assistant Manager or Guest Relations Officer . A hotel control system was then easily administered to be able to monitor the numbers of responses and the number of drinks given away. It was requested that each hotel unit return at least 100 completed questionnaires, with a maximum of 150 per hotel. All completed questionnaires were then to be returned to Hong Kong for analysis. The reason for not simply leaving a set of the questionnaires in the guest's bedroom, was because of the normal very low response rate to "in-house" questionnaires. In a study conducted by the author for a Central London hotel of some 350 rooms, less than 0.8% of the guests returned the questionnaires. Of those that did, most did so to complain.

From the information collected it should be possible to compare the needs wants and expectations of the various categories of guest, with the services provided by each of the hotels. This would also include responses about the attitude of the staff regarding their friendliness, ability and professionalism. Following the analysis of the questionnaires the hotel would be in a better position to appraise its training needs for the staff, so as to achieve a level of service which was in line with what was wanted by the guest. On a corporate level, the hotel companies could get an overview of the training needs of China as a whole, as well as by region, which in turn would be of assistance in formulating an overall recruitment policy for the company in China.

The information could also be used to investigate the relevance and worth of existing educational curricula at present in use in Chinese hospitality educational institutions. It will enable curriculum planners to have a better idea as to what they should be teaching their future hoteliers, both on the operational and management levels.

During an interview conducted in Beijing with Professor Yu, Section Chief of the Ministry of Education, Personnel and Labour, it was agreed that the information showing the disparity between the wants of the hotel industry and the provision of the hotel educators, would be made available to the PRC Ministry of Education.

Structure Of The Survey (see appendices A5-A7)

The survey was structured to explore three distinct areas, and following an introductory page, was accordingly divided into three sub-sections :

Section A: asked the recipient for biographical and background data in nine cases, each with between two and nine variables. These were sex; age grouping, place of origin, reason for stay; companions staying; frequency of use; occupation category; length of stay; and who was paying the hotel bill.

Section B: asked the recipient for data on their reason for choosing the hotel. This section had two cases,
(1) reason for choice (six variables), and
(2) criteria influencing choice, (five variables - ranked on 1 - 5 scale)

Section C: asked the recipient to rank the importance of the service/s provided, and the frequency of use. This section had 54 cases with level of importance ranked on a 1-5 scale, and frequency of use ranked on a four point scale

This section also included three open ended questions:

- (1) What Impressed You Most About This Hotel;
- (2) What Things Do You Dislike Most About This Hotel, and
- (3) Any Other Comments.

Education & Training Survey (5)

This part of the study will ultimately investigate what the Chinese authorities and the hotels are doing to provide vocational and managerial education for the hospitality industry. Using mainly a review of available literature, curriculum documents, and some of the findings from the above research, it will attempt a simple analysis of the available information on hotel operations and management education in the PRC. As data from literary sources is currently insufficient to fully ascertain whether or not Chinese hotels are attracting students who are trained with relevant skills for the industry, it is hoped this work will illustrate the current status of the State's educational provision, and the extent and type of in house training undertaken by the hotel companies. Preliminary work in the creation of mainland Chinese case-study material and in discussions with hoteliers from, Dalian, Foshan, Guangzhou and Xian, has established that there is presently little or no communication between practitioners and academics. Added to which it has been established from visiting academics from the mainland that to date there has not been, nor is there scheduled to be, any form of course evaluation, either by the institution or the State. The sheer size of the People's Republic of China, and the inherent problems of communication and poor infrastructure create their own difficulties. It is expected that the research will show that, because of these problems, the standard and content of courses being offered in hotel and catering operations and management could vary considerably from province to province, and from city to city. It is also expected that in many cases the course content will be of little relevance to what is actually wanted by the hospitality industry in China. It is in the west that we currently see the best examples of hotel management education, but the courses there

are designed to show students how hotels are run and operated under western tenets. This work would question the necessity and relevance of the wholesale transference of these western practices and principles of hotel management to China. For example one could question the relevance of western food and beverage management practices to a Chinese student, especially when the two operations are, on the surface, quite different, and when one notes that the majority of diners in Chinese hotels are Chinese, who tend to have different expectations of their meal experience than their westerner counterparts.

In his book "Technology Transfer in the Hotel Industry", Pine (1991), showed that the number of hotels which provide specified training facilities were statistically greater in developing countries than industrialized nations. To clarify these statistics, and their meaning to the Chinese hotel industry, an investigation into the levels and amount of in-house training which is actually undertaken needs to be done. On a personal visit to a hotel in Northern China, it was surprising to find that little or no training of any description was done, despite an in-house training suite. The induction and initial training for new members of staff as well as improvements to operational standards was done "on-the-job". Added to which, there was no formal training structure and no personal appraisal as to how successful that person was in performing their job. What was more interesting was the fact that the hotel was part of an extremely large international hotel corporation.

Hospitality education is the responsibility of all parties involved in the hotel industry. That means that there has to be a close liaison between the State and the hotel industry in China. This part of the work will look at the levels of educational liaison which presently exist, and will look, in particular, at the commitment to hotel education of the major international hotel companies who are operating within China. With the known increase in the need for trained and skilled hotel operatives in China recommendations will be made as to what alternatives there may be to the existing institutionalized hotel educational system. These alternatives may be the utilization of already tested but under-used techniques, such as computer aided learning and interactive laser discs or videos, video conferencing etc. Stonier (1983) for example, strongly recommended the use of "electronic education". The technology is there; the question is how can we best apply it, for the benefit of hospitality education?

What The Future Holds

It is expected that the findings and recommendations which may arise from these surveys may enable the People's Republic of China to create a hospitality industry which can offer the best in both service and facilities. With the globalization of hotels companies such as Sheraton, Hilton and Holiday Inn, hotel properties are built in countries all around the world to fit a corporate image, and often to corporate design packages, and seemingly with little regard to the environment or locale. Corporate Directors of hotel companies, appear to travel the world in the blissful belief that everyone, everywhere, wants the same hotel product. Consequently a hotel room in the Lhasa Holiday Inn can be as identical as that of the Downtown Detroit Holiday Inn.

This study will show that China has the opportunity to establish a hospitality industry which could please most of the people most of the time, and yet retain all that is the best of China. It is hoped that this research will help to realize this opportunity. Following many visits to the People's Republic of China, it was found that the generally poor attitude towards customer service was not through intention but through ignorance. In any emerging industry and developing nation theoretical abstracts are seen as a luxury which only industrialized countries can afford. Pragmatism, for which the Chinese people are renowned, is the only way forward for the hotel industry in China. It is hoped that this work will also be able to show other third world nations who are in the process of developing the tourism and hospitality industry, that all that is "*West Is Not Necessarily Best*". As long as customer expectations are met then localized service is acceptable, and may well be preferable.

Chapter 5 - Expatriate Manager Survey Findings.

“Teachers or Learners ?”

Introduction

A total of 65 expatriate managers were surveyed from 12 hotel properties located around China. (see *Table 5.1*). All of the managers interviewed were currently working at the level of department head or above. Their views on eight subject areas were obtained through a series of semi-structured “round table” discussions that were tape recorded. Each of the discussions lasted between one hour and ninety minutes, and an approximate total of 15 hours of tape recorded discussions were obtained during the survey. These tapes were subsequently transcribed and annotated (see *Appendix A8*), and the views and comments provided were examined qualitatively for both correlatively and variance in opinion.

The findings of this aspect of the research illustrate the opinions and perceptions of those expatriate managers surveyed, and are presented under the topic headings used as discussion points during the interviews; i.e. the growth and development of the China hotel industry; changes in the consumer base; changes in consumer wants & needs; the expatriate manager in China; an expatriate view of hotel staff in China; government and bureaucratic system’s in China; support systems from the parent hotel company ; hospitality education & training in China.

*Table 5.1 - Breakdown & Classification Of Expatriate Managers By:
Location, Job Area & Nationality*

City	No. Properties Surveyed	No. Managers Surveyed	Classification By Job Area	Classification By Nationality
Xian	2	8	2 General Managers 2 Food & Beverage 2 Front Office 1 Sales & Marketing 1 Personnel & Training	4 Hong Kong Chinese 1 USA 1 Swiss 1 Malaysian Chinese 1 Korean
Beijing	2	12	1 General Manager 1 Dep.Gen Manager 2 Food & Beverage 2 Front Office 2 Exec.Housekeepers 2 Personnel & Training 1 Chief Engineer 1 Exec Chef	4 Hong Kong Chinese 1 Canadian 2 UK 2 Filipino 1 Singaporean Chinese 1 Malaysian Chinese 1 Indonesian
Shanghai	2	12	2 General Managers 1 Dep.Gen Manager 2 Food & Beverage 2 Front Office 2 Exec.Housekeepers 1 Sales & Marketing 2 Personnel & Training	3 Hong Kong Chinese 1 French 2 UK 3 Filipino 1 Indonesian 1 Swiss 1 German
Suzhou	1	5	1 General Manager 1 Dep.Gen Manager (Hotel Chief Accountant) 1 Food & Beverage 1 Front Office 1 Personnel & Training	1 Singaporean Chinese 4 Hong Kong Chinese
Hangchow	2	12	2 General Managers 1 Dep.Gen Manager 2 Food & Beverage 2 Front Office 2 Exec.Housekeepers 1 Sales & Marketing 1 Personnel & Training 1 Chief Engineer	5 Hong Kong Chinese 1 French 1 Australian 2 Filipino 1 Indian 1 Malaysian Asian 1 Singaporean Chinese
Schenzhen	1	5	1 Dep. Gen. Manager (Hotel Chief Accountant) 1 Front Office 1 Exec.Housekeepers 1 Sales & Marketing 1 Personnel & Training	3 Hong Kong Chinese 1 Swiss 1 Filipino
Guangzhou	1	6	1 General Managers 1 Food & Beverage 1 Front Office 1 Exec.Housekeepers 1 Sales & Marketing 1 Personnel & Training	1 Macaunese Chinese 5 Hong Kong Chinese
Guilin	1	5	1 Dep.Gen Manager 1 Food & Beverage 1 Front Office 1 Exec.Housekeepers 1 Personnel & Training	2 Hong Kong Chinese 1 American Born Chinese 1 Malaysian Chinese 1 Filipino

The Growth And Development Of The China Hotel Industry

As established (Tan 1992; Utra 1993; Economist 1994), China is currently experiencing a period of rapid economic growth, is industrializing rapidly and moving towards a market based economy, a fact agreed by all of the managers interviewed. Many of these managers see China as a “last frontier” - a communist country that is starting to open up to both business and tourism. These hoteliers are experiencing a large influx of people visiting China, and see a concurrent need for a rapid increase in the number of hotels for them to stay in. All agree that the industry is developing quickly, and more and more hotels are opening. In the major commercial centers of Shanghai, Beijing and Guangzhou this increase in supply has led to greater competition, whilst in the more remote towns and cities, such as Xian, Suzhou and Hangzhou, development is occurring but is currently keeping pace with demand. Conversely, Beijing hoteliers are concerned that the rapid development prior to the Olympic decision, which they saw as a big loss of face for China’s capital city, will slow down some of the much needed development in terms of enhanced infrastructure, and lead to a down trend in investment in the city, thus affecting their short term development. However, because of the fast economic growth and despite the increase in competition, hoteliers in China are optimistic about the future of the industry, and foresee that there are broad opportunities for increased business, in the provision of rooms, in food and beverage opportunities, and other ancillary areas.

Several managers commented that with the increasing commercial development in China, there is a growing need for good commercial hotels. Many of the hoteliers

interviewed noted a recent increase in the development of lower category properties, (two star and three star rated) and attributed this to an increase in demand from local and South East Asian sectors of the market, who they see as looking for budget priced properties. This was ascribed to an increase in the number of lower level executives, commercial travelers and company representatives who are now visiting China, to an increase in the growing package tour business from the developing Asian economies, and to an increase in the number of local business and commercial users. Managers stated that at this level of business, the number rooms in the major cities still cannot meet current demand, and that this middle and lower market sector was seen as a potential “gold mine”. Managers remarked that many of the existing lower tariff properties were government operated with very low standards, and that this was an area of challenge where much development was required. It was stated by several managers that at one time this sector was seen as an area with limited development prospects because of the restrictions on local travel, however many managers now predict that with these restrictions being eased, this will become an area of high potential because of the ever growing local customer base.

Several managers commented that the “modern” hotel attracted a great deal of interest and inquisitiveness from local sectors of the market. This was seen as being due to local curiosity in a developing hospitality culture, where new ideas and western concepts were being incorporated and were on show, although other managers commented that there is still some resistance from locals to use a hotel’s facilities as many have absolutely no concept of a hotel or service. Despite this apparent lack of

awareness, many managers commented that, because of the buoyant economy, Chinese nationals have greater disposable income and more purchasing power than ever before, and most managers had noted recent improvements in their local trade. This was especially marked in food and beverage areas, despite the fact that in some localities there are still restrictions on a Chinese national's use of "foreign" trading ventures, and that some properties are required to impose local currency surcharges.

Whilst the local market is seen as an important growth area, and budget hotels are being developed, most of the managers interviewed predicted that most international travelers would still choose four and five star properties, and known "brand name" hotels. This was because location is important to the international traveler, and for safety reasons, i.e. cleanliness and amenities are guaranteed in such properties. One interesting comment, coming from a manager in Suzhou, was that of the two major hotels in the town, the different architectural styles of the properties contributed to the guest mix ratio. His property, a modern four star high rise property, attracted predominantly a local and South East Asian customer base, whilst the other property, also ranked four star, had a much higher volume of Caucasian guests due to being built in a traditional Chinese villa style. Both properties offered similar amenities and had similar tariffs.

On the converse side, many managers commented that development within the industry was hampered by severe problems with the local infrastructure. This was apparent even in Beijing, which despite being the capital city had poor infrastructure. In most regions,

managers were concerned that the traveler was inconvenienced by poor airport and passenger handling systems, poor roads and delivery routes, and by severe customs and immigration routines. One manager commented that national and local politics and apparent tourism development policies were often at variance, which was why infrastructural development were often delayed or postponed. This was seen as a negative factor in encouraging potential tourism, and despite a great deal of new developments and attractions in the major cities, this lack of basic amenities severely hampered growth in the tourist sector of the market. Several managers from the established tourist towns of Gualin, Xian, and Hangzhou, commented that whilst tourism was still a big attraction, trade from this sector had slowed down over the past 24 months. This loss had however been compensated by an increasing share of business travelers, and managers in these cities reported an increase in occupancy of around 10% over past year. Several of the managers again commented on the fact that tourism development in these areas was hampered by the lack of regional and national Tourism Body support. Many also commented that the attitude of local people and of Chinese bureaucracy to foreign visitors produced a very negative disposition in the visitors towards the country, particularly those arriving on a first visit. This was dubbed by many managers as the “this is China syndrome”, and was explained as a process by which the Chinese people and local officials expected visitors to accept and conform, without criticism or comment, to their systems and procedures. This was illustrated by the anger and anxieties experienced by many travelers, which had been caused by such common problems as delays at airports, in customs and immigration

procedures, and because of the lack of infra-structure. Hoteliers and tour operators are then faced with the additional burden of having to defuse the hostility of the visitor.

These included the national and local bureaucratic systems and the associated “red tape” that they incurred in their daily routine; communication problems, which were seen as not only affecting daily business but as also having a negative affect on the tourist, as in many cities only Chinese characters were used, and this was seen as restricting the tourist’s freedom of movement; cultural problems that the tourist and the manager had to encounter, and the more pragmatic problems of recruiting, training and retaining skilled staff with which to offer a quality product. Staffing was seen as a major issue by all of the managers interviewed, and one manager stated “that because of the rapid expansion of the industry, current predictions estimate a 200,000 shortfall of hotel staff in China over next 10 years”.

Changes In The Consumer Base

(a) Accommodation: From the results of the survey it was apparent that managers were identifying current changes in the patterns of trade and in their consumer base. These changes varied slightly from region to region, in that some of the properties were experiencing a growth in tourist business, whilst others were undergoing growth in business travelers.

The tourist market was still seen as the principal source of business in the towns of Xian, Hangzhou, Guilin and Suzhou, and in the properties surveyed in these towns,

managers showed that their tourist market came mainly from European, South East Asian and USA visitors, in that order. Several managers noted a recent decline in US visitors and marked increases in SE Asian and European travelers. South East Asian visitors were seen as the biggest growth area by most of these managers, a fact supported by recent NTA statistics. (NTA 1993). International business trade, independent local trade and local business trade was seen as a developing area by these managers, and as a greater number IJV companies move into these more remote regions, as a potential source of future business, but managers still considered these towns as principally a tourist area. Generally, these hotels still relied on tour groups, who were mainly westerners on a China tour with an average stay of three nights in each location. It was also noted that these visitors were mainly of the older age group (50+) with the available time and disposable incomes for such a tour. Holiday Inns commented that its brand name helps market internationally to this sector.

In the major cities of Beijing, Shanghai and Guangzhou, the major customer base was still seen as coming from the business sector. Managers from the properties surveyed in these cities, stated that the Frequent Independent Traveler (FIT) formed the basis of their business. However they noted that the Group International Tourists (GIT) business was also increasing. Again, managers noted the predominant market was made up of South East Asians, with USA and Europeans providing the next largest customer base. Managers of these properties also commented that the ratio of Japanese visitors was much lower than that of other users, as Japanese nationals tended to favour their own national "brand name" hotel groups.

In both Beijing and Shanghai, managers had noted an increase in the average length of stay, with a move from a previous average of three nights to a current average of five nights, and in all of the Beijing and Shanghai properties surveyed, the managers stated that stays of four to six weeks in length were not uncommon. These long staying guests were mainly of the FIT class, and were expatriate managers of other IJV companies, and visitors from the top end of convention and exhibition trade. Three of the major city hotels surveyed also provided office and apartment rentals, which produced a source of long term residents who used ancillary hotel facilities, such as health clubs, food and beverage outlets and business centers.

In Guangzhou, it was noted that 90% of the customers were of the FIT category and only 10% were GIT class, and here the biggest providers of customer were Hong Kong, Japan, and the USA. It was clarified that the actual guest was not necessarily a national of these countries, but that the reservations were made from these countries. By nationality the hotels surveyed experienced a high proportion of western customers, closely followed by South East Asians, with an average stay of just under three nights. This they interpreted as resulting from the fact that Guangzhou was not of particular interest to the tourist, being mainly a commercial and industrial city, and was a natural gateway into China from other locations.

The property surveyed in Shenzhen was quite unique in that it experienced a high volume (40%) of “walk in trade”. This was explained by the fact Shenzhen is a

border town, and many local Hong Kong Chinese, and short stay visitors to Hong Kong made the relatively easy cross boarder trip to experience China. Managers in this property commented that their trading pattern was quite unpredictable for this reason, but was made up in principle of local Hong Kong Chinese taking short rest and relaxation trips into China, followed by short stay South East Asian, European and Japanese tour groups. The foreign & local FIT travelers represented a relatively small proportion of their business (12%).

(b) Food and Beverage: All of the hotels surveyed commented that the local market was developing rapidly, especially in the food and beverage areas. Chinese banqueting in particular was viewed as a big growth area, contributing as much as 12% of total food and beverage revenue, and was seen as an expanding avenue for corporate and personal entertaining. One property commented that banqueting represented 50% of its Chinese food and beverage business. Another property surveyed commented that 80% of its food and beverage “walk-in” trade came from those locals with increased spending power, and that the average food and beverage check from these consumers had doubled over the two year period from 1992-94. Managers from this property also commented that local users were not as demanding as foreigners and were far easier to satisfy, as they had less of a base for comparison than overseas visitors and lower expectations in terms of service and quality.

It was also felt that more locals wanted to experiment with western food outlets. Many hoteliers reported a growth in local customers using their international buffet outlets,

whereby Chinese locals could experiment in relative safety, knowing that there were also familiar foods available. Several other managers commented that whilst locals were still not generally accustomed to western foods, they are beginning to use the western outlets for “face”, and came to be seen. This was seen as something of a new trend, but with a great deal of potential for future development. However, most managers also agreed that locals staying in the hotels preferred the Chinese restaurant outlets, as the majority of such users were still not familiar with western food, and that many locals perceived western and international outlets to be more expensive. One manager commented that in his hotel around 30% of local Chinese residents used the Chinese outlets compared to only 5% using western outlets.

With this increase in local trade several managers, particularly those from the major cities, commented that this sector of the market were becoming more demanding in their wants and needs. The reasons given were that as a greater number of PRC business men are experiencing overseas travel, are becoming more exposed to western concepts and are better educated, the managers felt that their expectations were growing, and that they “knew what to ask for” in terms of service and provision.

Several hoteliers reported other changes in the food and beverage markets, notably that in the GIT sector the demand for group meals was declining, with tourists preferring to use the hotel outlet of their choice, or outside restaurants.

Changes In Consumer Wants & Needs.

All of the hoteliers interviewed agreed that the wants and needs of travelers in China have changed over the past decade. Most managers were of the opinion that international guests perceive China has now opened up and should be equal to other countries in hotel provision, and that all categories of guest are expecting a greater degree of value for their money than ever before. Most of the managers distinguished between the wants of FIT's and GIT's.

Basic tourist expectations (GIT) were perceived by managers to include; a clean environment; safe water; safe and secure surroundings; 24 hour food and beverage facilities with good (safe and familiar) food; and friendly helpful staff who could speak English. Most hoteliers agreed that tourists were not too concerned about facilities and amenities, as they were generally out of hotel all day, and just needed restaurants and bars in evening, with perhaps a swimming pool and some form of in-house entertainment like a cultural shows. Many hoteliers also considered that the tourist accepted the slow pace of China better than the business traveler.

By comparison, FIT customers are seen as more demanding, and as they are more experienced travelers it was perceived that they expect standards equal to those found in their home countries, or in other South East Asian centers, such as Hong Kong, Singapore or Taiwan. Business people were seen to have much higher expectations than the tourist, and consequently it was felt that they were making increasing demands from the hotels. The FIT customer, more aware of quality and value, was seen to

make comparison with other international hotels, both in China and elsewhere, and in general expected better service, superior rooms, more in-room / in-house facilities, and up to date and easily available communication facilities. Hoteliers also generally agreed that as the FIT pays more than the group tourist, it is natural for them to expect more. Consequently some of the managers interviewed stated that they actively try to give FIT's better value, by providing them with better service through superior rooms, executive floors, upgrades etc., whilst group tourists get a standard package. Many hoteliers had guests who had traveled via Hong Kong or Singapore, and were thus making comparisons with hotels in these cities. It was thought that many such guests saw the hotel's physical standards as poorer in China, but thought the staff were friendlier, and often perceived them to have better language standards than their counter-parts in Hong Kong.

China's hotel rates were traditionally cheap, but are no longer so. Hoteliers were aware that recent rate increases are now putting hotel prices in many of China's major cities on a par with those in other regional and international locations. Consequently their customers are rapidly having to come to terms with increased pricing, but as a result are demanding increased value, increased facilities and consistently high standard of service. The hoteliers interviewed generally agreed that whilst the hotel hardware packages were often equal to those found elsewhere, the quality standards found in China, particularly as related to food and beverage provision, provision of hi-tech facilities, customer care and general service levels, are much lower than those found in other parts of the region. This was seen as a major problem, and even more so when

customers were buying a brand name based on experience with that company in other locations. It was also perceived that the relative newcomer to China made little allowances for the problems the industry is experiencing, and that these business travelers felt that, “as the price is the same as elsewhere so the service should be equally as good”. By comparison, some managers felt that many of the “old China hands”, with long experience of the country, and who were suffering similar problems in their own industrial sectors, made allowances for IJV status, and accepted more readily the “this is China” syndrome. FIT customers were generally seen as needing to be satisfied with everything they ask for, and whilst managers accepted that they cannot please all customers 100% of the time, as guests will always demand more, the FIT consumer, when dissatisfied needed a good channel to complain through, and that local staff were not always able to provide this. Despite menu and beverage variety often being limited because of difficulties in accessing commodities, managers also thought that their guests now had greater expectations in food and beverage areas and had high service expectations. In some properties managers thought that their staff were meeting these needs, whilst other still saw a gap in the food and beverage areas. Local Chinese customers and other ethnic Chinese, especially those from Hong Kong, who used food and beverage outlets were often seen as very demanding. One manager stated that “they think China is backward and expect your staff to bow down to them”. Some Hong Kong Chinese visitors were seen as coming to China to display their wealth and to “show off” as prices are generally still cheaper than in Hong Kong. The local nouveau riche, particularly in Southern China, were also seen as a difficult category of customers. Managers commented that they “forget their own people and

like to throw their weight around and show their money off”, and they generally displayed an attitude which managers felt their service staff resented, considering it impolite and frustrating. Many locals were also seen to have high expectations in terms of hotel hardware, whilst their tastes and expectations of food and beverage service were still more geared to local taste and expectations, and that they made comparisons with home in these two areas.

The Expatriate Manager In China.

Of the sample interviewed (n=65), a simple numerical analysis of nationality, ethnic origin, job category, and job category by ethnic origin was carried out. (See Tables 5.1 to 5.5). This was done to discover the relationship between nationality/ethnocentricity and job type, and to ascertain the percentage breakdown of the different nationalities of expatriates working in China. It was hoped that these findings may link with those from the staff surveys, and help hotel corporations in locating those categories of manager who may be most successful in different areas of operational management. Of the managers interviewed, the breakdown by nationality (See Table 5.2) showed the highest percentage of expatriates to be employed in China were Hong Kong Chinese managers who represented 46% of the total sample, the next most frequent category employed were managers from the Philippines (13%), followed by UK nationals (6%).

When the data was analyzed according to ethnic groupings (See Table 5.3), of all the managers surveyed 58.5% were ethnic Chinese; of this category the majority (79%) originated from Hong Kong, and the remainder from Singapore, Malaysia and USA.

South East Asian managers represented 21.5% of the total sample, with Filipino managers being the highest representatives from this category (64.2%), followed by Indonesian managers (21.5%). Western managers represented 20% of the total sample, the highest numbers in this sector being UK managers (31%), and Swiss (23%). It should also be considered that of the managers surveyed all were originally western trained.

Table 5.2- Expatriate Managers By Nationality

Nationality	No.	%
Australian	1	1.5
Canadian	1	1.5
Filipino	9	13
French	2	3
German	1	1.5
Hong Kong Chinese	30	46
Indian	1	1.5
Indonesian - <i>Non Chinese</i>	2	3
Korean	1	1.5
Macaonese Chinese	1	1.5
Malaysian - <i>Chinese</i>	3	4.5
Malaysian - <i>Non Chinese</i>	1	1.5
Singaporean - <i>Chinese</i>	3	4.5
Swiss	3	4.5
USA - <i>Caucasian</i>	1	1.5
USA - <i>Chinese</i>	1	1.5
UK	4	6
<i>Total Sample</i>	65	100%

Table 5.3 - Expatriate Managers By Ethnic Grouping

Hong Kong Chinese	Other Chinese	S.E. Asian	Western
< 58.5% >		21.5%	20%
n=30	n=8	n=14	n=13

When analyzed according to job classification (See Table 5.4) General Managers and Deputy G.M's represented 23% of the total sample. The greatest percentage of operational managers surveyed came from both Front Office (18%) and Food &

Beverage (18%) departments, followed by Personnel & Training managers (15.4%), and Executive Housekeepers (13.8%).

Table 5.4 - Expatriate Managers By Job Classification

GM	DGM	Engineer	Ex. HK	F.O.	F&B	Ex.Chef	P&T	S&M
< 23% >		3%	13.8%	18%		< 18% >	15.4%	7.6%
n=9	n=6	n=2	n=9	n=12	n=11	n=1	n=10	n=5

By cross-referencing job classification and ethnic grouping (See Table 5.5), it was of interest to note that western nationals formed more than half (55.5%) of all the General Managers surveyed. Other Chinese nationals provided 33.3% of the General Manager category, whilst Hong Kong Chinese represented only 11% of this category. Conversely, ethnic Chinese provided 100% of all Deputy General Managers surveyed, with Hong Kong Chinese representing 66.6% of this group. It was also of interest to note that a high percentage of Executive Housekeepers (66.6%) were of South East Asian origin, as were 40% of Personnel and Training Managers, and that Westerners formed the highest group of Food & Beverage Managers (54.5%), closely followed by Hong Kong Chinese (36.3%)

Table 5.5 - Expatriate Managers - Job Classification By Ethnic Grouping

Job Title	HK Chinese		Other Chinese		SE Asian		Western	
	%	n=	%	n=	%	n=	%	n=
General Managers (n=9)	11%	1	33%	3	0%	0	55%	5
Deputy General Managers (n=6)	66%	4	33%	2	0%	0	0%	0
Chief Engineers (n=2)	0%	0	0%	0	100%	2	0%	0
Executive Housekeepers (n=9)	22%	2	11%	1	66%	6	0%	0
Front Office Managers (n=12)	75%	9	8%	1	17%	2	0%	0
Food & Beverage Manager (n=11)	36%	4	9%	1	0%	0	54%	6
Executive Chef (n=1)	0%	0	0%	0	0%	0	100%	1
Personnel & Training Mgrs (n=10)	50%	5	0%	0	40%	4	10%	1
Sales & Marketing Manager (n=5)	100%	5	0%	0	0%	0	0%	0
Totals (n=65)		30		8		14		13

Problems Encountered By Expatriate Managers.

All of the expatriate managers interviewed had previous hospitality experience in their home countries, and most had international experience in other countries, many in South East Asia. Of the sample interviewed (n=65), over 30% had been working in China for more than five years, some for as long as fourteen years, and yet despite obvious differences in nationality, ethnocentricity, job classification, age, background and experience, all of the managers interviewed had encountered problems with their China posting, and many were still experiencing these problems. The most frequent problems encountered by expatriate managers were in the areas of; exposure and adaptation to a new culture; communications; internal and often conflicting management structures; pressures arising from the Chinese political and bureaucratic structures; attitudes of local staff, general staffing problems; personal conflict arising from differences in standards and perceptions of isolation; and lack of pre-assignment training.

(a) *Cultural Problems:* Initial cultural problems, and difficulties with local systems and bureaucracy were a cause of anxiety to most of the expatriates interviewed. This problem was not limited to western expatriates, but was experienced by almost all of the managers at the initial stages of their assignment. Many managers stated that on arrival in China they experienced, for a variety of reasons, severe culture shock and many difficulties in understanding and accepting local customs, local people and the systems in daily use. Most agreed that new expatriates need an prior understanding of local culture as they are immediately “*on show*” and rapidly have to conform to local

standards. Settling in periods of up to one year were frequently reported, with many managers stating that they were often impatient with the “system” at first. All agreed that there was a need to accept and work with the local system in order to achieve results, and most agreed that despite the challenges, there was ample opportunity to achieve success. Many of the managers interviewed agreed that the pressures of adjustment were adequately compensated for by good benefits and salary packages, although the more junior managers thought this was most apparent for those at top of scale. In terms of personal qualities managers stated that a high degree of patience, creativity and flexibility was required of them, and that corporate management must allow a high degree of freedom in which to operate.

(b) Communications Problems: Communications problems of some kind were experienced by all of the managers in the sample group. Many of the western managers simply attributed this to the fact that they did not speak Putonghua. However most of the ethnic Chinese managers, and some of the South East Asian managers did have a knowledge of this language, and yet still commented that they experienced problems in their communication with locals. Several ethnic Chinese managers stated that; “the local people were hard to communicate with at first despite a common language”, and, that because of physical similarities, Chinese and Asian expatriate staff were naturally expected to speak Putonghua. These managers attributed the problems of communication to cultural variances and to differences in local dialects. Despite having Putonghua as an official and majority language, China has seven major Chinese root languages and over 90 different minor dialects in daily

use. Expatriate Chinese and other Asian managers also considered that most communication barriers were caused by differences in cultural conception, and that despite apparent cultural similarities, many local Chinese saw these managers as holding very different ideas, having been exposed to “a western marriage”.

Several western managers expressed concern over accuracy in interpretation, many stating that instructions were often deliberately misinterpreted. One General Manager even went so far as to state that their interpreter’s first loyalty was to the communist party, rather than to the hotel. Many of the western managers considered language training as an important aid to communication, and stated that prior language training would have been an advantage to them in the work environment. However they stated that it was hard to learn the language on the job because of working pressures. A minority of western managers did not see any need for language training, stating that as their hotel wanted staff to use English, the most accepted international language, in their opinion this was unnecessary. They qualified this conviction by stating that they generally employed staff with good English, and that use of English was good training for their local staff.

(c) Problems With Organizational And Management Culture: Many of the managers interviewed were experiencing concurrent problems with organizational and management culture, particularly in properties where there was a high degree of local investment. In such properties it was usually to find a management structure with two or even three horizontal tiers of management, i.e. the guest hotel operator or

management company; the local investor; and the local communist party representatives. Many managers saw that they were expected to serve two or even three very different masters, and that it was often difficult, or even impossible, to satisfy all of them. Local and corporate views were frequently in conflict over differences in policy and opposing political beliefs, all of which caused problems between staff, owners and managers. This situation repeatedly created a great deal of antagonism between the parties involved, and was reflected by obstacles being raised in decision making areas; by conflicting instructions being given; in staff attitudes towards the managers of guest companies; by different expectations of performance standards; and by problems in staff management. Several managers commented that it was almost impossible to discipline staff, and that the personnel functions of hiring, firing and recruiting staff was subject to almost untenable pressures, created by local influence. Other expatriate manager commented that local owners expected them to maintain unrealistically high standards, due to the fact that expatriate salaries were 10-20 times higher than those of local managers. Thus the expectation was that their output has to be proportionally greater, and they had to be seen to give value for money.

(d) Problems Arising From Political And Bureaucratic Structures: This area will be fully dealt with in a later stage of the findings. In brief the major bureaucratic problems managers were faced with arose from; the use of guanxi; the problems with sourcing supplies; the lack of accepted international standards; problems with customs and excise systems; and personal problems in accessing visas and work permits. The accepted use of “guanxi”, or backdoor routes to resolve a problem, was a common and

accepted way of doing business in China, and appeared to be particularly prevalent in all areas. This seemed to be a greater problem for western managers to come to terms with than for ethnic Chinese managers.

(e) Problems With The Attitude Of Local Staff Towards Expatriates: The managers surveyed reported several conflicting view points in this area. Western managers were generally of the opinion that local staff do not seem to resent western expatriates, that they see them as trainers, and as the locals want to learn, such managers are generally well tolerated. A number of the western managers held the perception that the local staff were more prejudiced against other ethnic Chinese expatriates, particularly those from Hong Kong and Taiwan. In their experience, these expatriate Chinese managers frequently appeared to view the locals as inferior, uncultured and backward, and locals frequently took delight in reminding them of their ethnic roots. One western General Manager stated that, shortly after his appointment several members of his staff told him that, "if he had been a Chinese expatriate many would have left their jobs".

One group of expatriate managers, all from Hong Kong, saw this in a very different light, holding the view that the Chinese locals need expatriates for training purposes. Their perception was that their staff liked them, respected their superior knowledge and experience, and want to learn from them. This same group of managers also stated that they had experienced few real problems in settling into China as they had the same cultural background, and that as most of them spoke the language therefore it was far easier for them to communicate with their staff than for western expatriates.

Conversely, other Hong Kong managers shared the western managers view point that locals were particularly hard on Hong Kong expatriates. They felt that they were not respected because whilst they had the “same face” they had a markedly different culture. Many thought that locals saw them as coming for “fast money” and then getting out as quickly as was possible. One Hong Kong national reported that he was told that “China is a big nation but Hong Kong is only a small one”. It should be noted however, that many of the long serving expatriates were in fact ethnic Chinese.

The South East Asian managers’ opinions on this position generally concurred with those of their western counterparts in that local staff react very differently to different nationals. Several stated that whilst local staff can relate to personalities rather than nationalities, most of this group thought that local staff did not respect overseas Chinese very much. They also felt that locals viewed other South East Asians as good trainers; thought they were sympathetic; and that they especially liked Filipino expatriates. This group of managers saw that whilst their staff reacted differently to different cultural managers, they were most subservient to white Caucasians than to fellow Asians and even less amenable to fellow Chinese. This was supported by several statements that local Chinese saw the westerners as having greater international knowledge and higher technical skills. Many South East Asian managers stated that whilst they had to prove their worth, and needed to demonstrate their ability by example, most westerners were not questioned by staff , as it was unequivocally accepted that; “they know the answers”. Several managers held the viewpoint that the attitude of local staff towards Hong Kong Chinese managers extended to Hong Kong

Chinese customers, and that staff served westerners far better than they did overseas Chinese.

Most managers agreed that it was important to develop good working relationships between themselves and their local staff. Many saw themselves in the role of the trainer, or that they were selling professional know how and that the locals relied on them to learn new skills. They saw training as an important way of promoting new ideas and concepts, and to do this effectively they needed to gain the trust and respect of their staff. Whilst all of the managers saw their leadership role as being very important to achieving results, many employed different tactics to develop this role. Western managers seemed to frequently operate from the premise that they were “*caretakers*” passing on skills and experience, South East Asians seemingly worked hard to gain trust and respect through empathy and example, whilst some of the Hong Kong apparently saw a need for a strong paternalistic management style, stating that they “cannot be easy going”.

(f) General Staffing Problems: Many of the managers in the sample reported that they had experienced problems in coming to terms with subordinate staffs’ technical abilities and skills, and with their general attitude to the hotel industry in general. Most experienced a vast shortfall in staff skills to those found in their home countries. Whilst this problem will be addressed later in greater detail, managers found this obstacle to be one of the major culture shocks that they had to absorb. Generally they viewed the difficulties they encountered as being related to the fact that in China the

hospitality industry was less well developed; and that the service ethos is not considered a strong characteristic of the Chinese culture.

Many managers commented that prior to their posting it was hard to visualize the lack of experience apparent in China, nor the need to start from very basic principles in any undertaking. Prior expectations of staff ability were found to be very different to reality, most managers came expecting basic skills which they discovered were not there. General service standards were viewed by all the expatriates as being very low; and the expatriate managers found that they could not make the same demands of Chinese staff as compared to staff in their home country or in other South East Asian locations. Most managers attributed this to a variety of factors which included frequent encounters of the “this is China syndrome”. These expatriate managers tended to believe that a large proportion of local staff of all grades, viewed their work as merely a job, and as yet had little tendency towards loyalty or professionalism. This was seen as stemming in part from a lack of technical skills, but more so from a lack of awareness about how the hotel industry works. Staff were seen as having little understanding of the concept of “the part affecting the whole”, and tended to work in isolation rather than as a team. Unity was viewed as a big problem by managers, who saw that team spirit was lacking amongst their staff. Staff tended to see themselves as individuals or as small units. This attitude was believed to have been fostered by the values of the cultural revolution. The managers interviewed believed that the gap between the years of 1930, when the industry closed, and 1980 when it re-opened has caused in China, an almost total loss of what may be termed as the “service ethos”.

Several managers reinforced this opinion by quoting the axiom that; “the sleeping lion takes a long time to wake”, and explained the service gap as being a carry over from the cultural revolution. This, they tended to believe, had developed and sustained an attitude amongst PRC staff whereby they are reluctant to do more than the very basics required of them and have little interest in taking on responsibility.

This attitude amongst staff was reported by many of the expatriate managers as being highly frustrating, and tended to lead managers into what was described as a “hands on working management approach”. This was viewed as being a necessary approach because managers found that they could not delegate successfully or rely on staff to carry out instructions competently. Managers also claimed that they found a greater need to check on work in the PRC than in other locations, as staff, whilst acceptable to instruction, would not take any initiative. Consequently, many managers believed this to be a limiting factor, in that they were neither accomplishing the full requirements of their job designation, nor were they working to their maximum potential

Many managers also commented that local staff tended to put new managers to the test, or “gave them a hard time” until they had proved themselves. This view was more apparent amongst South East Asian and ethnic Chinese expatriates than amongst western managers. Youth was seen as a problem by several of the expatriates interviewed, in that Chinese cultural traditions respect age, and view age as a necessary prerequisite to seniority, wisdom and experience. These younger managers (under 35 years) stated that “local staff often put them to the test”, and that trust and respect

came only after demonstration of ability. Again these managers came predominantly from the ethnic Chinese and South East Asian categories. By comparison younger western managers generally found that an awareness of their western training worked to their advantage, and they had less of a need to demonstrate ability. However all ethnic groups of managers did agree that to some extent they were called upon to justify their existence because of the differentials in salary structures, several reporting that staff had commented; “You are expatriate, you must work harder because you earn more”.

(g) Problems Arising From Personal Conflict And Perceptions Of Isolation: Most managers admitted that they experienced some degree of personal conflict arising from differences in standards and many were professionally concerned that this shortfall in the intrinsic ability of local staff initiated a need to compromise their own standards. Many of the managers interviewed felt that they have had to lower their personal standards and expectations in order to achieve even moderate success. Expatriates generally felt this to be a dangerous precedent, and that given too long an assignment in China it was easy to become complacent and lose momentum. Several managers commented that as expatriates have to do much training, they must of necessity keep up to date, and this aspect is seldom considered by parent companies. Managers stated that they felt a need for periodic re-orientation and refresher training particularly if they were on a long contract. This was viewed as a necessary break in which to stimulate their thinking and to keep up-to-date with new ideas and technology. Several managers also considered that working in some parts of China equated to a hardship

posting, and that being “away” in what they considered as a cultural backwater could have adverse effects on their career development. From a career development viewpoint, managers considered it better to be working in a large city rather than in one of the more provincial areas, where there was little interchange of new ideas and thus it was easy to feel isolated and to become stale.

One manager with two years current experience in China and two prior years experience in Vietnam, considered that despite a similar communist regime, Vietnam provided better conditions for expatriate employment. He commented that Vietnam was much more developed than the PRC in many areas; explaining that the pace of growth for the hospitality industry was more rapid and that the people were less conservative and more adaptable and accepting of new ideas. He qualified this by stating that despite a common political system, Vietnam has a recent experience of colonialism and of western concepts, the people liked foreigners more, and have a culture incorporating the service ethos. He stated that “China was a nation trying to stand on two boats”, by this he meant that China was struggling to retain its traditions, and its own methods of practice, whilst at the same time attempting to incorporate and adopt western concepts and principles.

Personal relationships with other expatriates managers were considered as very important. Managers saw a great need to rely on each other for a variety of functions such as internal liaison, future planning, maintenance, inter-departmental support, and technical back up. Without this support, managers again tended to feel isolated. This

experience was seen to be compounded by the relatively high turnover amongst expatriate staff, especially in food and beverage departments, and because of this turnover, managers considered that it was difficult to form good working relationships. On account of the inter-dependency between departments, such a high turnover rate has a destabilizing effect on those remaining individuals, on staff who have to get used to a new manager and new ideas, and on the general well being and morale of the departments concerned.

(h) Problems Arising From Lack Of Pre-Assignment Training: In general almost all of the expatriates interviewed felt they needed to know more about the local environment before their posting. Only one manager interviewed had a positive experience of good pre-assignment training and exposure, and this was from a previous employer. Managers experienced a variety of “culture shocks” because of poor orientation or prior training. Many complained that their employer had been of no assistance, that they were given no orientation, and no help in dealing with the local bureaucracy in gaining visas and work permits. This was considered by many as very off-putting, as a big cultural shock, and as a initial disappointment to what promised to be an exciting and stimulating appointment. All managers considered that they encountered lots of obstacles at first, but that other more experienced expatriate staff were supportive and helpful. Most managers felt that their company did little to prepare them for a China posting. Any help given by corporate employers was done in an informal manner, and no specific training programmes were provided. All of the managers considered self preparation as important, and most had made personal

enquiries about the country before arriving. However they stated that this did not fully prepare them for the “reality of China”. Several managers suggested that it would be an advantage to visit China before an assignment in order to gain some concepts of the country and its culture. Managers also frequently complained of the long working hours involved in China postings, of the lack of a social life, and of the fact that they had little chance to mix with other expatriates out of the working environment. They believed this lack of social opportunity lead to a greater work involvement, and many considered this to be a hidden, but constituent part of their contract, in that the high degree of work involvement was an aspect that their employers were fully aware of, and one that they capitalized on.

An Expatriate Profile Of Hotel Staff In China.

All managers saw the recruitment, retention and training of staff as one of their biggest challenges. Many properties, especially those in the major cities and commercial areas, complained of an exceptionally high turnover of staff,. One property in Beijing reported experiencing a staff turnover rate of almost 30% per annum; i.e. 50-60 employees were leaving each month; another property in Guangzhou had an even higher rate of staff turnover at 42%, and in Shanghai one manager stated that after two years of operations he had only 10% of the original staff remaining, which from a staff role of 2700 represented a loss of almost 1250 people per annum. Suzhou was the only area where staff turnover was very low.

In many areas, although not all, staff distribution is under the control of the local government or communist party. In principal this means that hotels often have a very limited choice over whom they can employ, several managers commenting that the wholly state owned properties take priority over IJV hotels when staff are allocated. Many IJV hotels are required to operate under a government contract system, whereby they are guaranteed a fixed number of staff for a fixed period of time. By this system allocated staff are bonded to a hotel for a period of three years, and should they choose to leave, they are required to pay a penalty of one month's wages. Although prospective staff are offered some degree of choice by local employment bureaux, many managers complained that government employment agencies have a tendency to press unskilled staff onto IJV hotel companies, and that it is only university graduates who have any reasonable degree of choice from amongst the available jobs. Most managers reported that whilst their personnel departments frequently liaise with these government agencies, the systems involved are highly bureaucratic and that to engage new staff can take as long as three months. Managers also commented that the government contract system fails to achieve the desired results of retaining staff, in that the penalty imposed is relatively low compared to the rewards offered by other IJV sectors, and is often paid by the staffs' new employer. This employment problem is compounded in many cities by government regulations that prohibit the legitimate employment of part time staff, although in some regions, i.e. Shanghai and Guangzhou, the enforcement of such regulations are becoming relatively more relaxed than in the past.

The problem of high staff turnover was explained by many managers as being due to a large volume of trained staff moving to, or being poached by, other IJV industrial sectors. Staff, especially guest contact staff, were reported as seeing the hotel industry as a first class training base, whereby they could quickly gain marketable skills. Once trained they would then move on to outside “private enterprise” where salaries are much higher, and employment conditions are often more agreeable. Most managers now consider that they need to be able to offer good salary scales and better packages to attract and motivate staff. In most areas and due to the nature of the joint venture agreements with local government, hotel salaries set at a relatively low rate. The average hotel worker currently (1995) earns around RMB2000 (US\$100/UK£160) per month in the major cities and less in the provincial cities. By comparison local commercial restaurants, and other non-hotel IJV companies can offer salaries of between RMB4000-10,000 per month. Whilst managers believe that hotel work has an initial appeal to staff because of the “high face” and prestige associated with working in what are considered as luxurious surroundings, the reality of retaining staff is now seen as pay.

This increased competition in the job market is contributing to the high turnover rates, is making recruitment harder and more aggressive, and is leading to a situation whereby it is difficult to engage and retain trained and qualified staff. Managers noted that despite attempting to maintain corporate standards in recruitment policies, because of the prevailing situation these had by necessity become much more relaxed in the PRC. Managers commented that whilst it would be highly desirable and they would

like to be more selective in recruiting suitable applicants, if such criteria were rigidly enforced they would be faced with a severe shortage of staff. Consequently hotels are faced with the need to employ a large proportion of inexperienced staff and to provide on going training for these young and unskilled employees

Managers in several properties observed that the hotel industry in China was a very young industry, with the average age of staff being around 20 years, and that around 60% of these staff have less than six months experience. Almost all of the managers commented that there was no pool of trained staff to recruit from, and that it was almost impossible to hire experienced people. One manager illustrated this point when she commented that “some do not even know what a knife and fork is”. Hotel properties generally found it hard to recruit experience, resulting in comments from managers that “you have to make do with what you can get”, thus almost all properties by necessity, employed a large percentage of very raw “trainees”.

As previously discussed, the managers interviewed were all concerned that local staff have only basic skills, and this was seen as a major factor contributing to the low standards found in many properties. This lack of experience was encountered almost universally in the towns and cities surveyed. Yet despite this lack of basics, managers perceived that staff all wanted “good face within the organization; that is a good job title; rapid promotions; good benefits and a big salary”. Managers saw a tendency for staff to apply frequently and at random for a change of job within the organization to achieve the above goals, for example, managers quoted examples of housekeeping staff

wanting to move to front desk for prestige, of public area attendants asking for transfers to food and beverage, etc. Managers saw this as due to a lack of an overall understanding of the industry, considered that staff did not have an awareness of the “big picture”, and thought that many new employees were not even fully aware of what an hotel is. Managers frequently reported having to start from first principles when training such staff, a process that entailed long term and on-going training programmes. Conversely, some managers saw a positive side to employing these younger age groups, as these staff were recognized to be more flexible, less deep rooted in their political beliefs, and that it was easier to change the attitudes of such staff.

Lack of adequate hotel schools who provided a base of trained graduates was also seen as contributing to the staffing problem, and managers related a need to identify potential from amongst the younger elements of employed staff who were interested, motivated and trainable. Internal promotion based on ability was viewed as a good motivator, and as a necessary tactic in the battle to retain staff. However, again this was proving problematic, as because of the contract system many properties were only allowed to have a fixed percentage of local supervisors and managers. One of the companies surveyed used a staff grading system, and were only permitted to employ local supervisors on the lowest grade. This was seen as unfair by local staff and caused many proficient local staff at supervisory level to leave for outside jobs. Expatriate managers from this company commented that this potential turnover of good supervisors was the biggest danger to quality maintenance.

Several managers again commented that because of the cultural background and recent political history of the country, the PRC has no recent background of the hospitality business and that consequently staff lacked awareness of the working principles of the hotel industry. In general terms staff were seen as lacking the service ethos, preferring high profile jobs, disliking split shifts, and as viewing hotel employment as hard and busy work. Managers commented that many staff had an aversion to working long hours and frequently took long unofficial breaks, this was attributed to the precepts of the cultural revolution, whereby it had become traditional for workers to start their jobs early and finish late, and thus to take a rest in the middle of the day. Managers also commented that many rank and file staff saw their work as only a job, and thus had little motivation to perform well. This led to a need to monitor staff frequently in order to prevent standards from falling or policy from being eroded.

Difficulties in maintaining standards were frequently experienced by almost all of the managers interviewed. This was attributed to a variety of factors, some of which have already been discussed, and which included; a lack of motivation by staff; a lack of structure amongst work teams; limited potential; language and communication problems; and a poor level of local decision making ability.

Lack of motivation appeared to be a commonly identified characteristic amongst hotel staff, and was attributed to circumstances which included; a widespread failure of staff to differentiate between job and career status; current wage and employee benefits

issues; and the influence of political history and culture. Again much of the problem was ascribed to the “this is China syndrome”, whereby staff were accustomed to only having to perform to a minimum requirement.

The lack of structure amongst work teams was described by managers as an innate ability amongst many staff to work as a team, to share responsibility or to attain group goals and objectives. There appeared to be a direct link between this lack of structure, the lack of motivation, and the poor level of decision making ability apparent in many staff. Managers commented that whilst most staff could accept specific job responsibilities and would performed well in fulfilling precisely defined tasks, this appeared to be the limits of their capability. Many managers again saw this as related to the cultural and political background of modern China, and that because of this tradition staff apparently held a strong belief that they should do no more or no less than their pre-defined work role required.

Almost all of the expatriate managers expressed an opinion that this type of attitude led to a poor level of local decision making, stating that local staff frequently passed almost all decisions back to the expatriates. Many managers commented that this lack of ability to make decisions frequently caused severe problems at the point of customer contact, where staff often displayed this characteristic to a point of avoidance.

Managers reported having to handle many difficult situations with guests who were making requests for service and information, or who were complaining. Such problem cases had often resulted from, or been compounded by this aspect of their staff's

behavior. Managers cited numerous examples of staff failing to acknowledge, or just walking away from customers when call upon to act in a decision making capacity. Consequently the prospect of staff empowerment was seen only as a futuristic possibility and was viewed by several managers as being impossible in the conditions prevalent in the PRC today. In the two properties where this concept had been attempted, local staff were seen to abuse this power, one example quoted of such abuse was that when Front Office staff had been given the authority to discount room rates they had been observed to “sell this discount on to personal friends, or to personally take a cut from walk in guests”.

The lack of decision making abilities amongst staff was seen as relating to the cultural perspectives outlined earlier, to the fact that staff were not yet secure enough in their role to take responsibility, and to a widespread belief amongst staff that managers, and not the staff themselves, were there to solve problems. According to many of the expatriate managers, local staff believed that as the expatriates were highly paid they should accept total responsibility for decision making. One manager also pointed out that as the wage differential between workers and local supervisor was very small, staff saw there was little need to work harder and take on additional responsibility when the rewards for doing so were insufficient. Managers commented that good opportunities for local promotion did exist, and again reiterated that many staff failed to grasp the importance of long term career objectives. Despite the big differential between local and expatriate salary scales, many managers stated that their companies would be more

than happy to pay locals at the same rate as expatriates, if they performed well and displayed an ability to accept responsibility.

Government And Bureaucratic Systems In China.

When expatriate managers were asked to comment about their dealing with the government and bureaucratic systems in China there was a degree of mixed response. Ethnic Chinese expatriate managers often felt that because of their ethnicity they had a similar cultural background and were better equipped to cope with the system. Western and South East Asian managers frequently felt more disadvantaged. However all managers reported experiencing problems in several significant areas. These may be summarized as: conflicting internal organizational structures; the frequent use of guanxi & bribery; slow moving bureaucracy and red tape; establishing supplies and resource systems; dealing with culture and traditions.

(a) Internal Organizational Structures : Multi tiered systems of internal organizational structures frequently caused problems for expatriate managers. In many properties it was common to find a management structure, imposed by unchangeable IJV agreements, with a multiplicity of horizontal management tiers, i.e. managers employed by the guest hotel operator and/or its guest management company; those nominated by the local PRC investor, normally the local communist party; and those union representatives, or “cadres”, nominated by local party work groups. Some properties were operated under franchise arrangements which added a further dimension to an already complex management structure. For example, one property

surveyed was trading under and managed by an internationally recognized brand name, who supplied one tier of management; this parent company had agreed a franchised arrangement with a group of Hong Kong investors, who provided a second tier of management representatives; these in turn had an IJV arrangement with the local communist party, who then introduced a third tier of local managers into the scenario; and finally the hotel work group established a fourth tier of management representatives into the organization.

Areas with especially strong local political systems, such as Beijing, Suzhou and Hangzhou, seemingly had greater problems than those areas, notably in the south, with a more conservative local political system. However, properties with such an organizational structure were fairly typical nationally, and expatriate managers commented that, whilst they the expatriates were seemingly in control, the local executives placed in joint management positions by these varied local interests had a great deal of influence, authority and control. These local interests, all with diverse and differing degrees of financial and political involvement, frequently tended to interfere with what expatriate managers perceived as purely hotel issues. This was seen as highly undesirable by the expatriate managers, and lead to many areas of conflict and dispute. Local managers appointed on this basis were frequently noted to interfere with internal human relations issues and policies involving; selection; pay; benefits; promotion and discipline. Many expatriate managers commented that the roots of such problems stemmed from China's collectivist system, and that local staff markedly displayed a "them and us" approach towards expatriate managers when

dealing with personnel issues, preferring to do business with, or seek intervention from, locally/politically appointed executives. Local executives were also seen to have a high degree of influence in other operational policy and decision making areas, notably in the areas of resourcing and establishing supply systems.

Because the conflicting view-points of the parties involved in multi-tier management systems were frequently incompatible, many expatriate managers saw this as leading to abnormally high levels of internal bureaucracy. Several expatriate managers commented that the younger generation, (those under 40 years), of local executive appointees were more open and amenable, where as those from the older age group held strong convictions as to the infallibility of their own system, and were often insistent that IJV's follow local traditions and regulations to the letter. Some of the properties surveyed had inherited a percentage of "permanent staff" from previous agreements. Predominantly these were older staff, and were found in all levels of employment up to department head. Such staff were seen to display the "iron rice bowl philosophy", in that as they contractually held a job for life with all the state associated work group benefits, they had a high degree of autonomy and strongly upheld their traditional political values. These older staff, many who had missed a substantial part of their education because of the cultural revolution, were seen to have a great deal of influence and a negative impact on the younger and better educated personnel, in that they attempted with a reasonable degree of success, to perpetuate the political traditions and beliefs they held.

One ethnic Chinese expatriate manager commented that; “it is difficult to be the perfect hotelier in China because of such restrictions - the party try to block the system sometimes - this leads to managers having to carry out a juggling act between the various interests”. Other expatriates frequently reported having been prohibited from attending certain meetings, or that involvement was restricted or made impossible by the exclusive use of Putonghua when discussing some agenda items. Managers also reported receiving comments such as; “you are foreigners, this is not for you”

(b) The Use Of Guanxi & Bribery: Despite recent government initiatives in China to remove official corruption, guanxi is still a firmly established tradition of local Chinese culture, and relates to the semi-formal use of well placed personal contacts to gain favours or achieve results. In most cases the favour asked is complemented with either a tangible gift, or the promise of support and loyalty to the benefactor. Almost all of the managers interviewed were aware that such a system was in common use and that most of the local Chinese readily accepted the need to use “the back door”.

Despite this awareness, and despite the fact that similar systems operate tacitly within almost all cultures, different ethnic groups of managers held conflicting cultural beliefs as to the value, integrity and appropriateness of such a system. Whilst most of the managers interviewed accepted that there was a need to establish and maintain good working relationships with party and government departments and officials, many of the western expatriates believed that the use of guanxi was a corrupt and underhand way of doing business. On the other hand, most of the expatriate Chinese and South East Asian managers accepted that such a system is “part of the game”, and that success can only result from having the correct contacts. Guanxi was seen by this

category of managers as a natural system which made life easier by speeding up the system. Such managers also thought that Western expatriates were strongly disadvantaged because they did not freely understand, accept or use such a system.

Western managers generally agreed that because of a lack of cultural awareness there was a need to use a middle man in order to establish the right contacts, and that a systematic process of referral was in operation throughout China. Several western managers reported experiencing critical delays in obtaining various official approvals through their lack of understanding of this system. Others commented that they had been required to provide a great deal of “complimentary entertainment” in the form of official banquets, or by way of donations to various “charities” to gain results. Several managers reported that this method of expediting bureaucracy is still frequently used, and that local officials often give verbal clues during interviews to indicate their needs, for example, one manager reported an official as stating that, “TV is very beautiful - I don’t have it” . However, according to some of the managers interviewed many officials are now asking for smaller things such as spirits, cigarettes or contributions to “charity”.

(c) Bureaucracy And Red Tape: A majority of the expatriate managers interviewed commented on the widespread and slow moving bureaucracy prevalent in the PRC. This was attributed to the collectivist systems still in common use, the lack of infrastructure and high-tech communication channels, and the political and cultural heritage of the country. Many of the expatriate managers perceived that to many Chinese,

knowledge was power, and thus was closely guarded. This attitude was demonstrated by the fact that various government departments had been originally established to deal with specific areas of responsibility, and deliberately had no established communication channels with other departments. Similarly, within single government organizations, job roles were clearly defined with little areas of overlap or shared responsibility. Thus where procedures called for several distinct official approvals the process became protracted or disintegrated completely. One expatriate manager cited an example of his attempts to gain approval to use a telephone paging system within his hotel and stated that “the application was still unresolved, had to date taken fifteen months and had gone through twelve different government departments, and countless meetings and interviews with different officials”. Other managers reported experiencing similar problems in many areas, and several commented that hotel guests frequently complained of rudeness, lack of response and severe difficulties when dealing with Chinese officialdom.

(d) Supplies And Resources: Most expatriate managers commented on the problems involved in obtaining sufficient resources and supplies of the required standard and quality. Imported products such as electronics, tableware, machine parts and wines and spirits were seen as particular problems. Whilst this problem stemmed from China’s national trading policies and import quotas, the procedures necessary to import adequate working stock were seen as unnecessarily complicated and restrictive. The processes involved with obtaining Customs and Excise clearance, and with acquiring work permits and various trading licenses were frequently cited as an

example of restrictive practice, where it was noted that to obtain such goods and services, international hotels pay more than double the price charged to local operations. Managers frequently commented on the amount of “red tape” required in these areas, and the need to obtain permits for everything, several managers stating that: “unless you have right contact it can take from between four and twelve months to get some jobs done or supplies in place”.

Local sources of supplies were generally regarded as being of little use, in that they were frequently of a poor standard, that because of poor local infrastructure delivery times were excessive, or that in terms of overall costs to the IJV companies such products were either as expensive or more expensive than imported goods. This was attributed to the fact that international standards in quality grading were seldom used in China, with managers quoting that where local products were adopted, the quality would vary significantly from one delivery to the next. The “this is China syndrome”, was also cited as engendering this problem, with suppliers adopting a take it or leave it attitude and stating that “we do it this way here”. Managers reported that suppliers frequently used local measures of quality and quantity, and that these varied from one source to another. Because of the lack of any national standards which could be applied to purchasing decisions, managers consequently saw a great need to educate local suppliers to implement international standards and quality controls, and that to obtaining a satisfactory source of local supplies was a struggle.

Taxes, duties and regulations appeared to vary according to region, for example those IJV properties operating in China's Special Economic Zones (S.E.Z's) obtained preferential rates when compared to other regions. In the S.E.Z. of Shenzhen, managers stated that in being close to Hong Kong, there were fewer problems with bureaucracy than those experienced in sister properties elsewhere. This was generally seen as an advantage, such properties could rely on daily supplies from Hong Kong and consequently needed only a small holding stock, but it was noted that such reliance could also be problematic when obstacles with red tape did occur.

(e) Dealing With Culture And Traditions: Many of the problems reported were directly related to the lack of cultural awareness displayed by expatriate managers in the initial stages of their postings. All managers agreed that some degree of cultural training was needed for all expatriates going into China for a first posting, and generally agreed that this was probably more necessary for westerner managers than for ethnic Chinese expatriates. South East Asian managers believed that they had a some degree of cultural compatibility, and saw themselves as standing midway between the two other groups. Ethnic Chinese expatriates displayed remarkably different viewpoints amongst themselves. Whilst a minority believed that they had a similar cultural background, and that little cultural training was needed, the majority firmly believed that the cultures of their home countries had evolved and changed so dramatically, and that whilst they had the "same face and a 'similar' language", they were now substantially different to their mainland compatriots in most ways. This group of managers reported experiencing a similar period of culture shock to non-

Chinese expatriate managers, and several reported that it took them up to one year to adjust.

Managers reported that, amongst the common cultural issues they needed to be aware of, the aspects of “pride and face” were most significant. These were seen as being very important to the Chinese people, and that as first impressions were of vital importance in making good working relationships, western managers needed considerable pre-post training in order to deal with these traits in an acceptable manner. Managers believed that whilst the PRC both needed and wanted western expertise and technology, neither China nor its people were humble in the way they accepted this. Most managers believed that the Chinese only wanted to accept foreign intervention within the framework of their own culture. Chinese people were also frequently seen and understood by the expatriate managers to be reserved and suspicious in their attitude towards foreigners, and to hold back in their dealings with them. Several managers commented that neither the government nor its people were sincere and open minded, and only wanted what the west could give them on their own terms and conditions. This meant that expatriates operating in China had to accept the Chinese cultural values, beliefs and traditions without question or comment.

Many managers also commented that traditional Chinese culture, coupled with the more recent effects of the Maoist Cultural Revolution, have produced a set of values within the PRC whereby the average Chinese citizen sees waiting on people as being demeaning. With regard to the hospitality industry, this was interpreted by several

managers as being a major element in reducing the interest amongst PRC nationals in taking up jobs in the service industries. Managers attributed this factor to those cultural traditions relating to face and self dignity. These characteristic values are still common and are regarded as important by Chinese ethnic groups, and such values make it hard for locals to accept criticism or complain, thus their perception of service, and their methods of delivering service are very different to those of other nationalities. This inability to accept criticism or complain because of “loosing face”, was seen as a major component in contributing to the problems managers experienced with staff attitudes, the lack of motivation toward hotel work, and the lack of customer care concepts displayed by many staff.

Support Systems From The Parent Hotel Company

Managers demonstrated a reasonable amount of disagreement when they were questioned on the issue of support systems provided by parent hotel company. This disparity was evidently only in part directly related to any specific parent company's operating policies, but rather appeared to reflect individual manager's perceptions, the degree of IJV local investment and the individual management structures found within units. Thus, one unit operating within a group situation, apparently had different beliefs and problems to those found in a different unit operating under the same brand name.

Over half of the managers interviewed felt that their units currently lacked corporate identity, and believed that each hotel was seen as an highly individual operating unit by

head office. These managers commented that support from head office was limited and that many of the roles normally carried out by a corporate office had to be done within their own operating unit. Managers reported that at this time many corporate standards were not yet in place within their organization, and the only support departments that were fully centralized and currently available to them were those of marketing and group human resources, and that this latter department dealt only with senior staff.

Many of these managers believed that their parent companies were now in a stage of transitional management, in so much as they were experiencing a period of rapid change and development by expanding into China, and that whilst the established corporate policies and support systems were adequate for developed countries they were too complex and geared too high for local conditions.

Many managers also reported that as their corporate office was in one country, and the outlets were in others, staff at all levels, viewed head office as a rather remote and inaccessible entity. Managers reported that staff in general felt themselves to be employed by the outlet and not the head office, and several of the managers commented that they felt distanced by some areas of corporate policy. For example, several managers commented that; they expected to be treated in the same way as colleagues who operated within the home country, but that they were not; that their decisions were questioned more frequently especially in areas of capital expenditure; and that they often missed opportunities available in the home country.

Several managers considered that their parent company's operating systems were highly bureaucratic, and perceived that head office displayed a degree of over control on capital expenditure, and were not discriminatory in this area, i.e. these managers felt that in order to achieve the goals and objectives set at corporate level, they needed higher initial budgets for development than comparable units in more established locations. Budgets were frequently seen as a major problem, as was the inability for head office to provide the high-tech resources that were seen to be needed. Some department heads saw this issue as a head office problem, whilst others viewed it as a China problem. Similarly many managers saw their head office as excessively results orientated and that latitude for development in a new market was seldom accepted.

On the positive side, other managers felt that despite head office being results orientated, they received a good deal of support from their head office and that they were allowed a high degree of autonomy, this was seen to hold many advantages in providing a route for a General Manager to solve problems on a local level. Such managers commented that they were able to set their own capital and operating budgets, but that these must be realistic and maintained and there was a need to prove success.

Hospitality Education & Training In China.

The managers interviewed raised two main issues in discussions over the areas of hospitality education and training in China. These were those of (a) government provision and (b) their own in-house training provision. In general term managers

were highly skeptical about the adequacy and quality of the PRC government's training provision, and felt that currently it fell short in meeting the growing needs of the industry. Similarly many managers were not totally satisfied with the levels and depths of in-house training provision, believing that these programmes were presently only operating at a basic level, and in a "fire fighting" capacity to provide a short term solution to the current problems of high staff turnover and the high degree of inexperience common to the industry.

(a) Government Hotel Schools: The hoteliers generally felt that the government was being very slow in introducing a systematic education programme for the hospitality industry. This was attributed to a number of factors which included a lack of resources and trained staff; no common national curriculum or system, a lack of awareness of international standards; and that what little current development that was taking place in this area had a tendency to focus on tourism related course rather than hospitality specific courses.

Most managers felt that the few hotel schools operating within their localities were poorly equipped and lacked resources when compared with similar examples in their own countries. Managers commented on the almost total lack of hi-tech equipment, necessary to operate a modern hotel, and gave examples of where hotel schools were still using manual typewriters and the abacus rather than computer systems. It was also noted that kitchen and cookery equipment were often outdated, and that resources were generally poor. Students were seen to be taught by "the book", with limited

demonstration, and with almost no opportunity to practice skills training because of this common lack of facilities.

From the discussions with managers it became apparent that there was no common national system or curriculum used within the hotel schools, and that in their opinion, the limited examples of syllabuses provided to them were either incorrect, inconsistent or were not available at all. Managers also commented that the standard of curriculum did not compare well against accepted international standards, and that there were apparently no quality audits carried out into teaching and learning. Most managers were also concerned that government training for industry was limited to training at a purely vocational training levels, and reported that they had seen no evidence of any formal hotel management programmes. Emphasis in subject teaching was reported to be mainly in the areas of Chinese cookery, bar work and housekeeping with no western cookery, front office or reception training being apparent. A high degree of importance was also placed on the teaching of foreign languages, notably English and Japanese, which some managers saw as limiting the focus on craft training, whilst others thought that languages were a very necessary skill for customer contact staff in the industry.

Several managers reported that the principles employed within many of China's hotel schools were geared purely to the local systems of hotel operation and failed to take account of international standards. These local systems were seen to incorporate a high degree of control (of guests and staff), and high degree of political security.

Many managers believed that the PRC government currently saw the IJV hotels as the main training agency for the international sector of the industry, both in terms of skills and management training.

Several hotel properties reported that they had some experience of accepting students on work placements, and that this training was controlled by the CNTA (China National Tourist Administration). This body was reported to be very autocratic and employed very tight controls on this practice, managers commented that the CNTA told the hotels, “ exactly what to do, who to have and when to help”. Consequently, managers noted that any real liaison or progress in this area was difficult to achieve.

Students and graduates from the established programmes were seen to have only a limited concept of international hotels, to have little practical experience, below average standards and only very basic skills. However, it was also noted that these students adapted better than those trainees recruited straight from school. many of these students were seen to have good language skill, some concept of hotel terminology, and an elementary grasp of the business but still required continual on job training in order to meet the hotel requirements. One hotel also commented that it was able to obtain part time staff from the local hotel school, but added that it; “needed ‘connections’ to get these staff as it was ‘not strictly legal’ and Guanxi or creative ways were necessary”.

Managers also considered that the hotel schools lacked trained and qualified teaching staff, that is, staff who had first hand hotel experience, relevant technical knowledge or specific hospitality skills. Teachers were seen as: lacking practical skills; being without either local or international industry experience; often coming straight from university; being unaware of international standards or quality; and as lacking a broad based understanding of the industry. These problems were ascribed to the relative newness of China's hotel industry, which had prohibited the natural development of a body of trained and skilled hoteliers who could in turn become educators, and to a seeming reluctance for the Chinese to recruit international educators.

Managers considered that as the industry in China is looking for trained operatives, there is great need the hotel schools to develop specialist courses relating to the major operational areas of hotel work, i.e. food and beverages, housekeeping and accommodation operations. Many manager felt that as initial step a pragmatic approach towards course development should be taken, with programmes aimed at producing first line supervisors and technicians. Managers considered at this stage of the industry's development there was less of a need for purely management programmes, and more need for quality craft, technician and supervisory skills programmes. Many managers viewed academic qualifications as a stepping stone to supervisory and management positions, but considered that graduates need to gain first hand operational experience before progressing to supervisory or management levels. Most managers agreed that there was a need for government to provide: more hotel schools; better teacher education; a common system and curriculum; education and

training programmes at different levels; enhanced language training programmes; and improved facilities and resources.

Several hotels commented that their companies were proposing to either sponsor local hotel schools by providing resources and input in to the syllabus, and by offering for senior staff to guest lecture at local hotel schools. This was seen as a way to share standards and knowledge and to assist in providing a corpus of locally trained management potential. Managers also commented that a nucleus of locally educated and trained graduates would prove to be an asset to, and an excellent source of Public Relations material for, the hotel industry, in that such graduates would be able to create and perpetuate local awareness and exposure for the industry and to show that it is a good job with prospects.

(b) In-house Training: In-house training was commonly seen as a predominant but contentious issue within the industry by expatriate managers. Training was regarded as essential because the current endemic problem of rapid staff turnover, increasing occupancy rates, and consumer demands for value and quality generated a perpetual need for more and better trained staff. However, managers also considered that training in the PRC was a time consuming and expensive but necessary evil, which provided only a short term solution to these difficulties.

Most managers viewed their job role as being that of both manager and trainer, but several managers expressed a degree of resentment towards this double role. These

managers felt that whilst it was possible to be both a good manager and a good trainer, there no guarantee of success in both roles and thus believed that there was a need for separate and distinct skills bases. Despite this belief, the majority of the hotel properties surveyed employed relatively few professional training officers and staff. With so many staff apparently needing training, most managers claimed to be highly under resourced in this areas. In the properties surveyed the numbers of specific training personnel varied from a minimum of one combined personnel and training officer in one unit, to a maximum of eight discrete training managers in another. Consequently training standards and values differed considerably and at random from property to property, and there did not seem to be any clear cut differentiation between standards in different organizations.

Managers from several properties, normally the smaller properties in the more remote locations, commented that they were only able to offer limited in-house training at on-the-job training levels, coupled with language training, whilst other managers were able to offer in-house training at all levels and for all staff, i.e. both expatriate and local staff. Because of the staff turnover that almost all the hotels were experiencing, on going on-job-training for rank and file staff was seen as a necessary predicament, but despite training many managers felt that staff were carrying out their job roles with a minimum of input and a minimum of skills.

Training programmes at the bottom end of the range of properties surveyed, consisted simply of a limited induction programme coupled with some on-job-training which

was frequently done by department heads or supervisors, and by appropriate language training. By comparison, at the upper end of the spectrum individual training programmes were tailor made for each outlet, and these consisted of a two or three day induction programme, plus on-job-training programme lasting between one to three months, followed by cross-training and supervisory skills training. This level of property was found to provide customized packages for all levels of staff up to and including management. Several properties reported using “bought in training package programmes” on such topics as customer care, training the trainer and customer service training, whilst others professed to be developing a base of materials on similar topics. Several properties reported that they were attempting to introduce attitudinal training by providing ‘mental’ training for cultural awareness, customer care and perception. However it was also noted that expatriates see this type of training as difficult and time consuming with little immediate results, whilst skills training is seen as an easier task.

Barriers to training were seen as a lack of awareness of western management concepts and attitudes, and the fact that staff often see on-job-training as work. To overcome these objections, several properties used a combination of classroom training, on-job-training and career development planning. The larger and more significant properties (5* plus rated) stated that internal management training prospects were good, and the majority of companies provided some type of management training scheme. Most frequently this incorporated taking staff to other units, or even overseas, for cross training, and such schemes were generally tailor made for each individual outlet. Such

opportunities to train at other properties were seen as an awareness raising exercise, and as a good opportunity for locals to gain promotion. In such schemes local staff were given the opportunity to work in other properties for periods of between two weeks and six months. Managers reported that those visiting for longer terms showed better improvement, however several managers admitted that these exercises were; “more of an incentive programme to motivate staff than a training tool, and that the hotels did pick the best”. Another problem managers encountered was that in some areas it was difficult to get travel permits and documents for local staff.

Most properties were especially keen to develop more management training, mainly because of the concern over losing skilled supervisors. Training was seen as a motivator in helping to both recruit and retain staff, and at supervisory levels training the trainer workshops were often being used to involve and motivate potentially talented staff.

Additionally three of the four companies surveyed had, or were in the process of developing their own hotel schools within the PRC. Both Shangri la and Holiday Inns for example, have their own hotel schools in Beijing, and New World were in the process of developing a similar establishment. These schools are very different to local hotel schools, and offer a range of programmes from short courses to a full one year training programme, which incorporates on-job, classroom and language training. Most of the courses are based around practical and supervisory skills training and are taught in both English & Mandarin. Again units stated that the offer of a training

placement in these schools was used as a motivator, according to one manager “as a bribe”, and managers stated that those who have trained here show specific improvement. These managers believed that by both attending the course and from the interaction with others staff from different properties, their staff received a very beneficial and significant training input.

Chapter 6 - Staff Surveys Findings

“A Question Of Attitude ?”

Introduction

The objectives of this area of the research were to ascertain what hotel workers in the People's Republic of China thought about the hotel industry as a career, and what they liked and disliked about the industry. To do this twelve (n=12) hotels spread throughout several regions of China were visited. The regions being Xian in North Western China, Beijing, Shanghai, Suzhou and Hangchow in the Jiang Nang region, Shenzhen and Guangzhou in the South and Guilin to the South West. The hotels were asked to provide between 10-20 rank and file staff (non-supervisory staff) from all disciplines, who were then asked to complete a set of questionnaires (See *Appendices A1 - A3*).

The first questionnaire- Survey A, (*see Appendix A1*) - was written in both English and Chinese, and was divided into two sections. Section One, collected biographical data from the respondents, whilst, Section Two asked staff to consider 20 factors relating to job satisfaction (Job Satisfaction Indicators - JSI's). In this section staff were asked to score their feelings on a ranking of 1 to 4, scaled as follows: 1 = very low, 2 = low, 3 = high, 4 = very high. It was deliberately decided not to use a middle ranking number because of the

established fact (Chung and Kwok 1972; Choi 1974) that Asian people tend to err towards the middle point, thereby not having to commit themselves to either a high or low stance. Interestingly the fact that a mid-score was missing was pointed out by several of the staff on a few occasions, and consequently they were instructed them to mark either the number 2 or 3, whichever they felt was nearest to their true feelings. Even so some staff still added a "personal" column of 2.5.

The second set of questionnaires - Survey B (*see Appendices A2 - A3*) - were written only in Chinese and were structured to discover how hotel staff perceived and felt about the different types and methods of training/ education potentially available to them and the different nationalities of hotel guest they encountered.

The findings from the two sets of questionnaires were subsequently analyzed and are set out below.

Survey A - Job Satisfaction Indicators

The questionnaire survey firstly collected biographical data from the respondents and then asked staff to consider 20 factors relating to job satisfaction (Job Satisfaction Indicators - JSI's). Staff were asked to indicate the amount of JSI's current in their work and the amount they would like to receive on a ranking scale of between 1- 4 (1 low - 4 high), thus identifying the gap between current job

satisfiers and desired job satisfiers. The components illustrating the JSI's are taken from the questionnaire and are shown below in *Table 6.1*.

<i>Table 6.1 - Job Satisfaction Indicators (JSI's)</i>			
LEARNOPP	<i>Opportunity to Learn</i>	ACHIEVEM	<i>Achievement</i>
AUTHORTY	<i>Authority</i>	SECURITY	<i>Security</i>
PROMOTN	<i>Chance for Promotion</i>	BENEFIT	<i>Fringe Benefits & Bonuses</i>
INDEPEND	<i>Independence</i>	WORKCON	<i>Working Condition</i>
SALARY	<i>Salary</i>	SPVSRCMP	<i>Competence of Supervisors</i>
PRESTIG	<i>Prestige</i>	PARTICIP	<i>Participation</i>
VARIETY	<i>Variety</i>	RECOGNTN	<i>Recognition</i>
COWORKER	<i>Co-workers</i>	CREATIVT	<i>Creativity</i>
JOBIMPTN	<i>Importance of Job</i>	TRAINING	<i>Training</i>
WORKABIL	<i>Working Abilities</i>	COMMUNIC	<i>Communication</i>
<i>a fuller explanation of the criteria can be seen on the questionnaire - Appendix A1</i>			

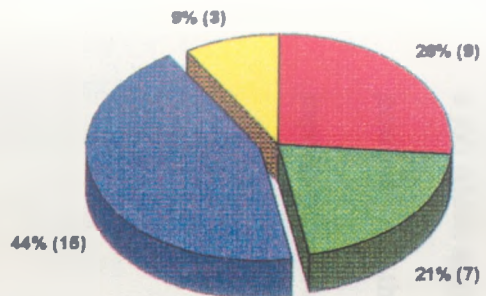
Survey A - National Findings:

Work Location Of Respondents

The respondents were categorized into four groups, Front of House, Back of House, Administration and Ancillary, and finally Unspecified (*see chart 6.2*). Of the staff questioned nationally (n=166) the majority (60%), tended to come from the Front of House area of the hotels. For the research purposes, Front of House constituted any staff whose job required them to deal directly with the customer on a very regular basis. Such people could for example be, receptionists, a waiters, bartenders or concierge. The second largest group was from Administration and Ancillary (19%). This group was made up of people who worked in the finance departments, secretaries, security department and such like.

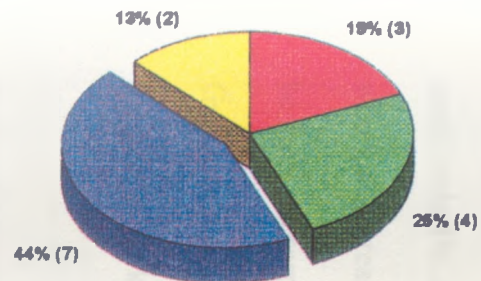
Regional Summary of Respondents

BEIJING



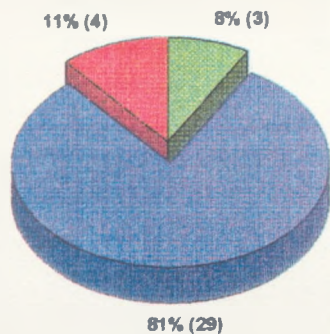
Total = 34

XIAN



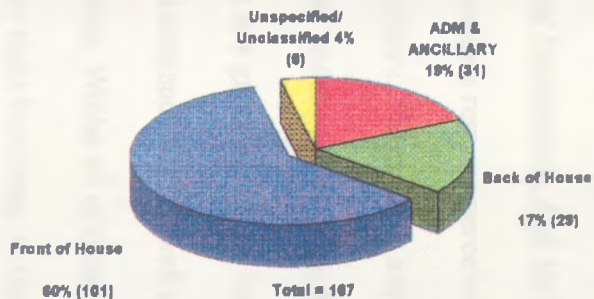
Total = 16

SHANGHAI



Total = 36

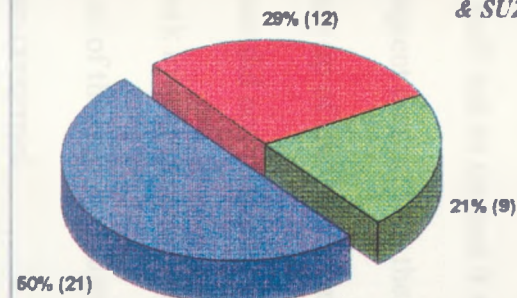
NATIONAL



Total = 167

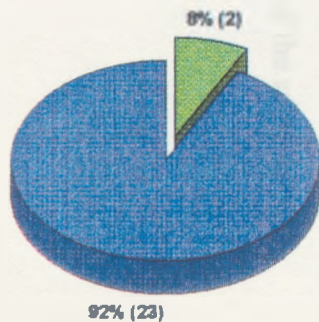


HANGZHOU & SUZHOU



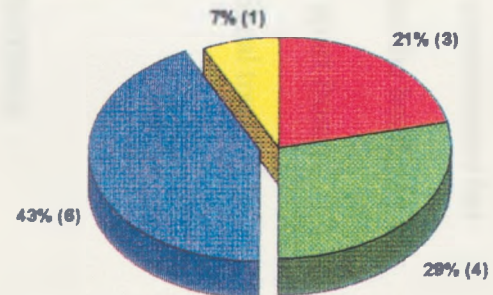
Total = 42

GUANGZHOU & SHENZHEN



Total = 25

GUILIN



Total = 14

They tended to be people whose primary role was to support the front line staff and management, but who also irregularly came into contact with the public. The third group was the Back of House, (17%). This section was comprised of chefs, linen keepers, dish washing staff and so on, and it was not expected that these staff would need to have frequent contact with the guest. The final group was small, only 4%, and was made up of staff who completed the questionnaire but who for one reason or another did not state their job role within the hotel. As can be seen, the respondents' work location varied regionally, but apart from Guangzhou and Shenzhen, all of the regions followed the National trend as far as the split in work location was concerned.

National Aspects Of Worker Satisfaction And Its Level Of Importance

Chart 6.3 shows how the various regions perceive the overall amount of job satisfaction they actually achieve. The chart is anything but symmetrical, and shows that the staff see their colleagues as being friendly and get encouragement from them. Similarly there is a grouping in the high to very high areas for the chance to be able to work independently, as well as having the chance to work at a job which suits their abilities. Whilst all of these aspects are reflected in a positive light, there is a very tight bunching, in the low sector of the scale, on the aspects of salaries and benefits.

Aspects of Job Satisfaction And the Amount Hotel Workers In China Think They Achieved

Scale (4-Max 1-Min)

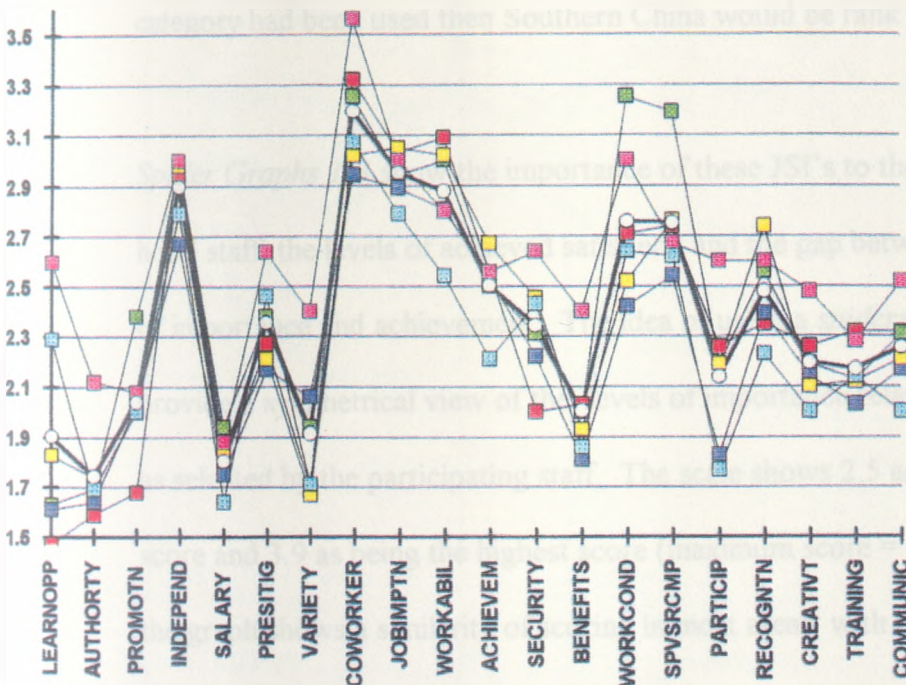


CHART 3



Aspects of Job Satisfaction And Its Importance to Hotel Workers In China

Scale (4-Max 1-Min)

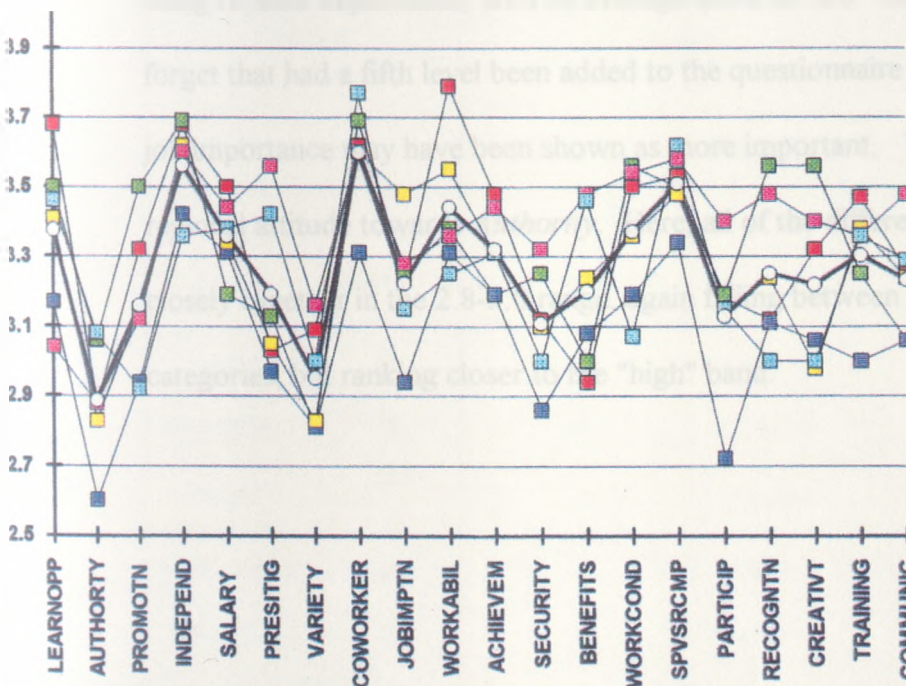


CHART 4



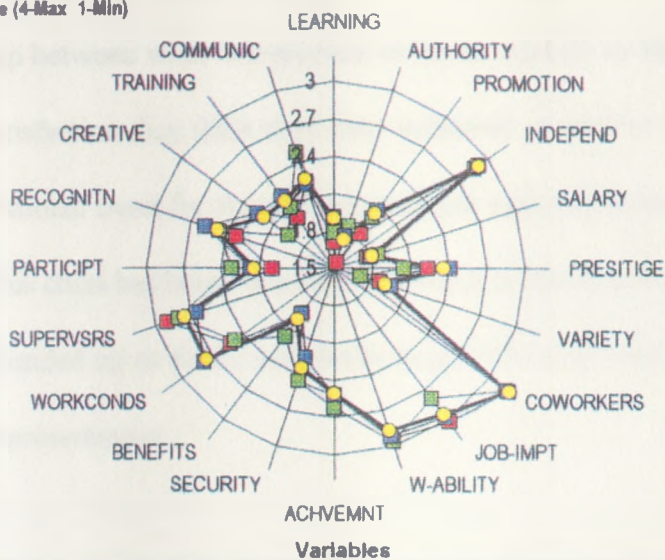
That is with the exception of Southern China, where the staff see their benefits as being of less importance as related to job satisfaction. Again if a mid-score category had been used then Southern China would be rank on the 2.5 mark.

Spider Graphs 1-3 show the importance of these JSI's to the various categories of hotel staff, the levels of achieved satisfiers, and the gap between the two elements of importance and achievement. The idea of using a *spiders web graph* was to provide a symmetrical view of the levels of importance related to job satisfaction as selected by the participating staff. The scale shows 2.5 as being the lowest score and 3.9 as being the highest score (maximum score = 4). In this instance the graph shows a similarity of scoring in most areas, with the exceptions being the values of *Variety and Authority*.

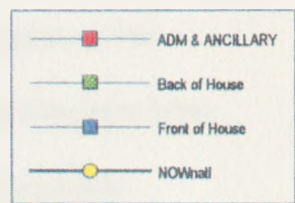
In the case of job variety, Xian, Shanghai, Hangchow and Suzhou rate *Variety* as being of least importance, with an average score of 2.6. However, one must not forget that had a fifth level been added to the questionnaire then this element of job importance may have been shown as more important. This is the same for the regional attitude towards *Authority*. Here, all of the different regions are bunched closely together in the 2.8-3.0 range, again falling between the prescribed categories, but ranking closer to the "high" band.

The Gap Between the Achieved Level of Job Satisfaction And Its Importance to Hotel Workers In China
(By Job Location - National)

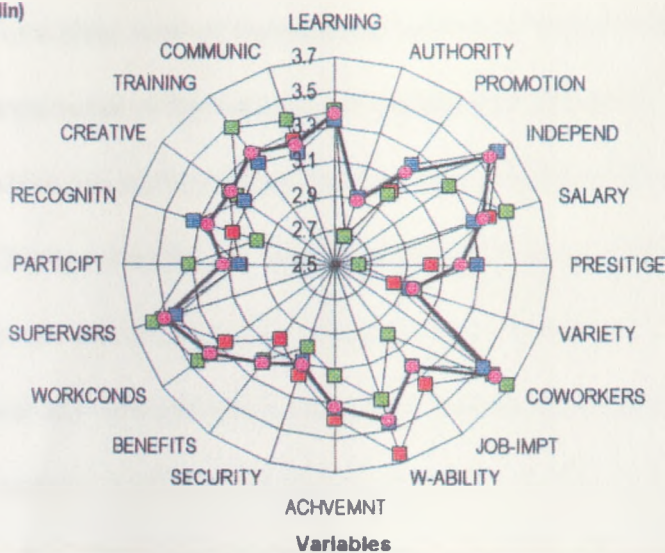
Scale (4-Max 1-Min)



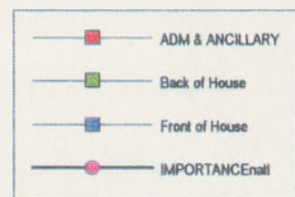
SPIDER GRAPH 1



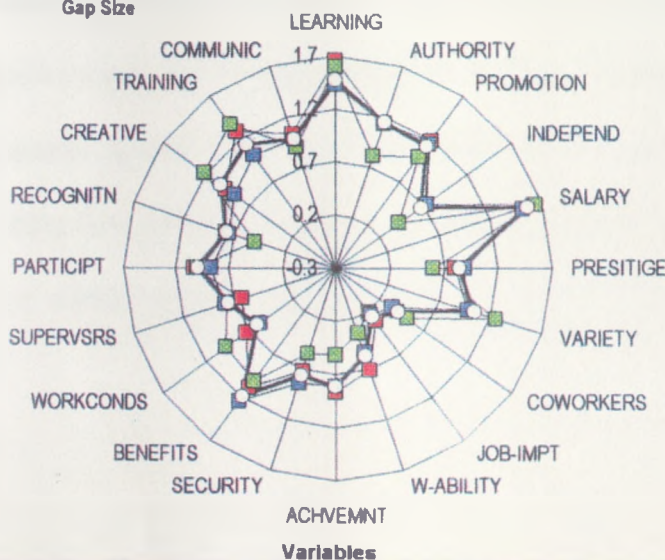
Scale (4-Max 1-Min)



SPIDER GRAPH 2



Gap Size



SPIDER GRAPH 3

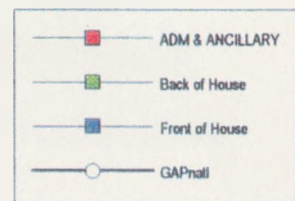


Chart 6.4 gives an overview of all of the regions on an individual basis, as to the gap between what is important to hotel workers in their job, and how much satisfaction they think they have achieved. Added to each of the regions is the National trend for the gap between job importance and perceived achievement. This chart has been "smoothed", which means that the general statistics have been rounded up or down marginally to give flowing rather than staccato graphic representation.

National View Of Job Satisfaction Indicators (JSI's)

For a clear view of the national variances, between the perceived level of importance of the various job satisfaction indicators, and the level of satisfaction which the staff perceive that they have already achieved, it is necessary to look at *Charts 6.5 and 6.5a*. The level of importance is indicated by the 0.00 - 4.00 score on the left of the graph, whilst the gap size between what is wanted and what is actually seen as being achieved is shown on the right of the graph. Here, for example, staff rate the importance of being able to perform a task that is of worth and essential, (*Importance of Job*), as 3.20, whilst at the same time rating the *actual* perceived level of *Job Importance* achieved as being almost 3.00. This shows a gap size of approximately 0.21, or a 5.25% variance. The largest variance is with regard to *Salary*. Staff rate the importance of *Salary* at 3.4 whilst their perception as to what they receive now is 1.8. This shows a gap of 1.6, with a variance 40% between the perceived level of importance and existing

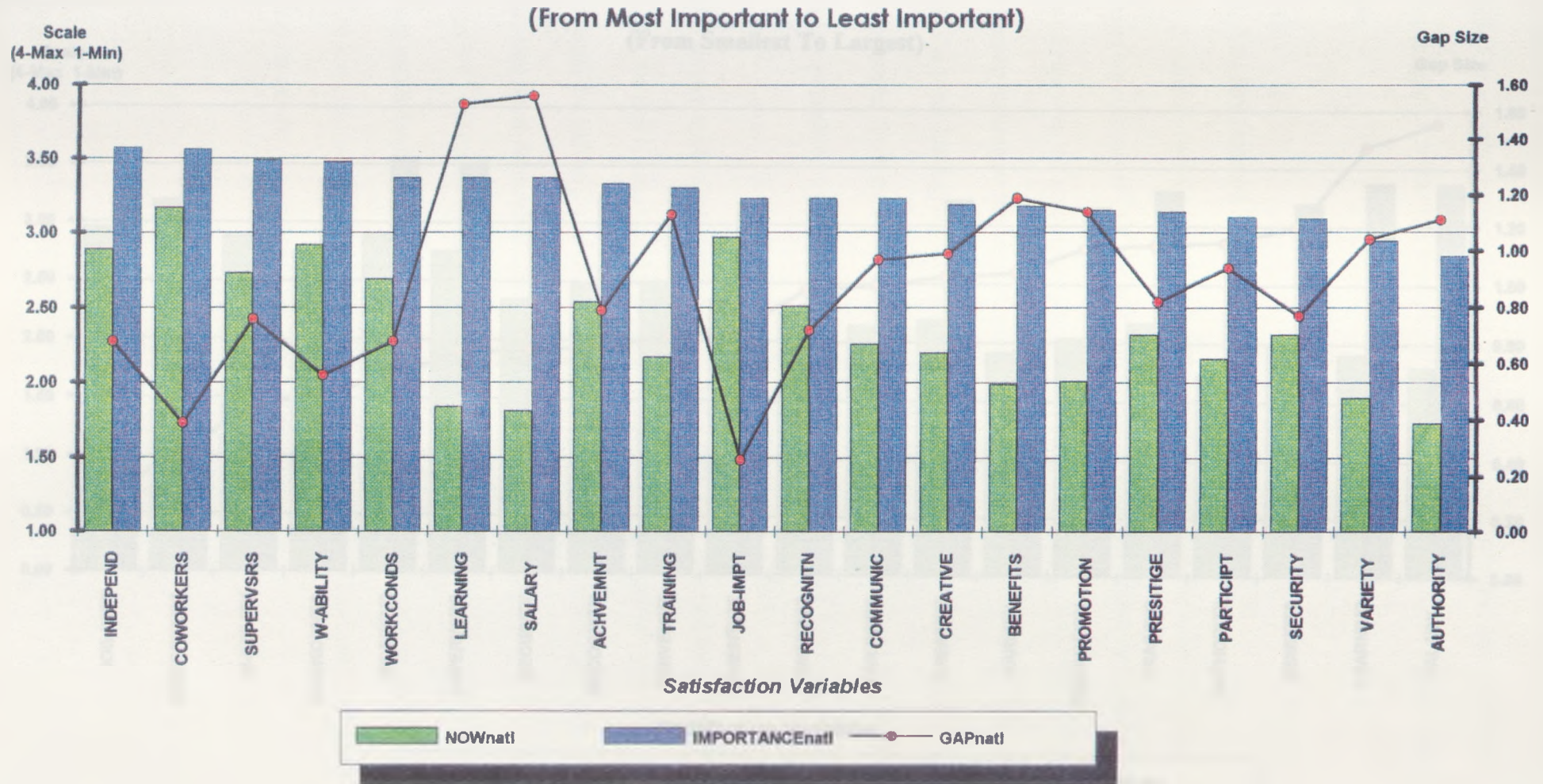
level of remuneration. The second largest gap is in the area of *Learning Opportunities* with a variance 38.75%. *Benefits, Promotion And Training* all compete for third place with variances of around 30%.

Chart 6.5 ranks the satisfaction indicators from most important to least important. Despite the fact that they are all in the high to very high banding, the spread of results shown some interesting features. Firstly that *Salary* ranks as number 7 in levels of importance, and *Benefits* ranks at number 14. The factors of *Working Opportunity* with some sort of independence has shown up as the most important aspect of their working environment. This could indicate that there is a high probability that empowerment programs could prove effective in Chinese hotels. As with the pilot study conducted in Hong Kong, *Co-workers* rate high as an important JSI, but unlike Hong Kong the need to have a job which is *Suited To Their Abilities* ranks lower in China falling into fourth place.

Chart 6.5a illustrates that *Learning* is one areas with a marked difference between what is wanted and what has been achieved. *Chart 6.5* shows *Learning* as ranked at #6 in priority, but interestingly *Supervisors Ability* is ranked at #3. This would suggest that the staff see the ability of the supervisor as being another way for them to gain more knowledge.

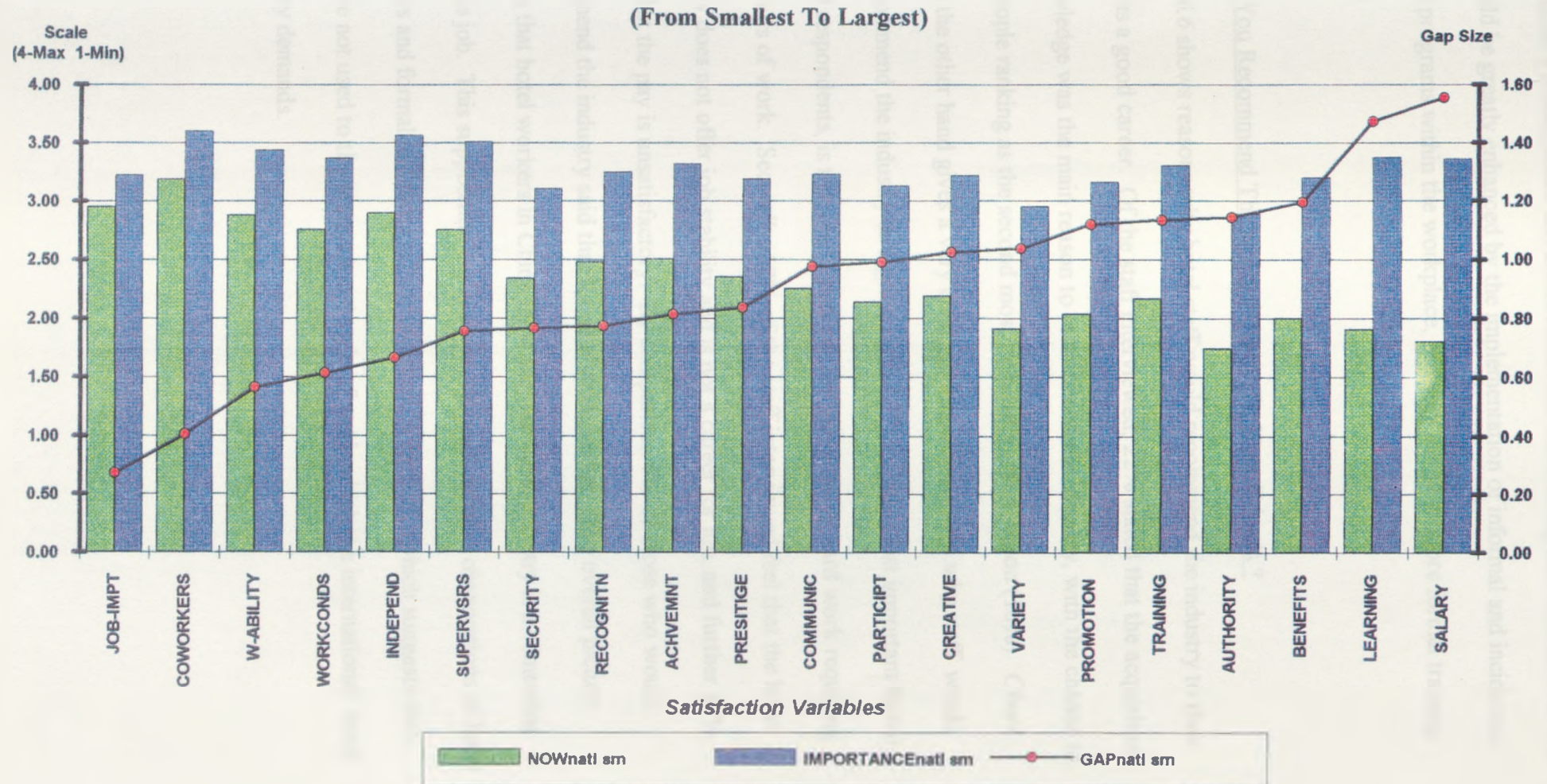
The Gap between the Achieved Level of Job Satisfaction And Its Importance To Hotel Workers In China - Nationally

CHART 5



The Gap between the Achieved Level of Job Satisfaction And Its Importance To Hotel Workers In China - Nationally

CHART 5a

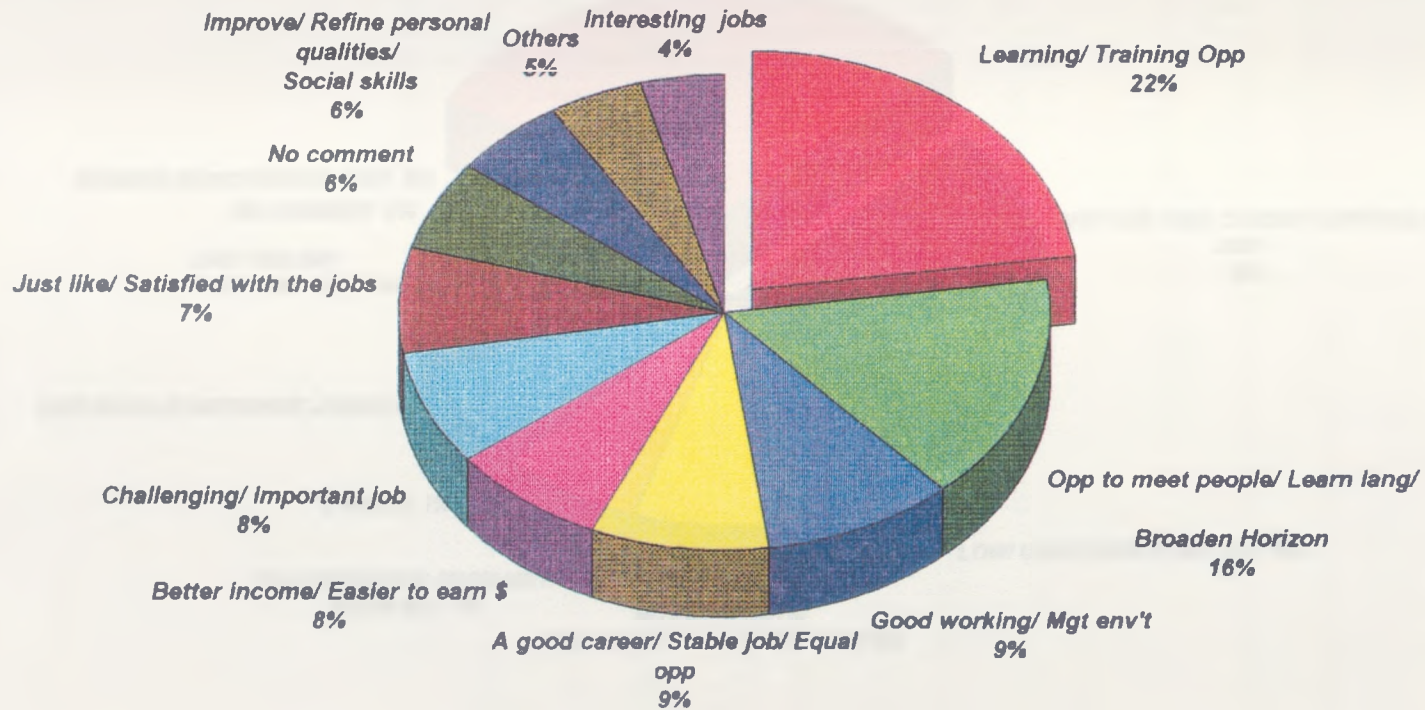


For the hotel's management this could mean that the training and education of the staff could be greatly enhanced by the implementation of informal and incidental learning programs within the workplace, possibly linked to more formal training courses.

Would You Recommend The Hotel Industry To Your Friends ?

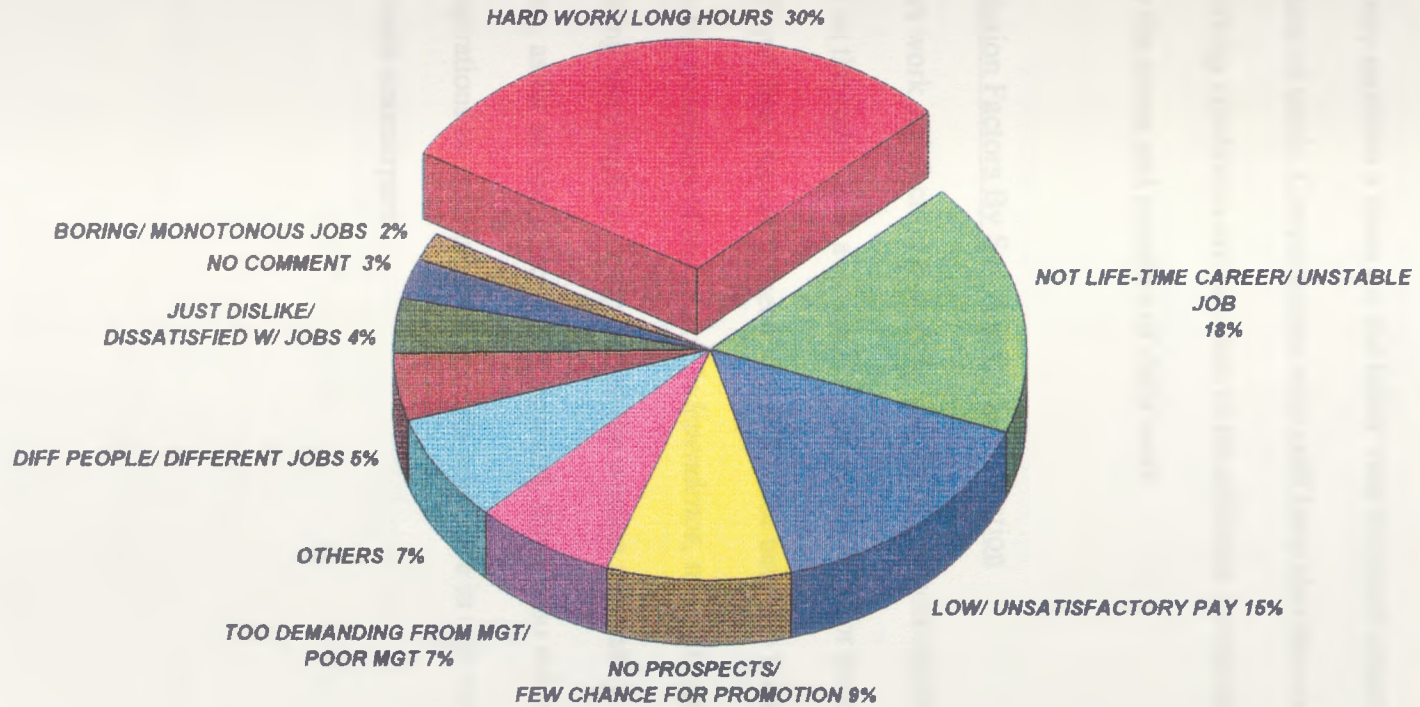
Chart 6.6 shows reasons why hotel staff would recommend the industry to their friends as a good career. Of the staff interviewed, 22% stated that the acquisition of knowledge was the main reason to recommend the industry, with the chance to meet people ranking as the second most frequently given reason (16%). *Chart 6.7* on the other hand gives a very clear picture as to reasons why staff would not recommend the industry as a good career. The single most important factor, 30% of respondents, is that many staff see the job as being hard work requiring long hours of work. Secondly, 18% of the staff interviewed feel that the hotel industry does not offer job stability and is not a career for life, and further 15% think that the pay is unsatisfactory. By comparison 9% of those who would recommend the industry said that it was a stable career. The overall picture reflects that hotel workers in China think that the hotel industry is a somewhat arduous job. This supposition is supported through detailed observations of hotel workers and formal and informal conversation with staff, which suggests that they are not used to the pressure and style of work which the international hotel industry demands.

Why You Would Recommend the Hotel Industry to Your Best Friends



NATIONALLY

Why You Wouldn't Recommend the Hotel Industry to Your Best Friends



NATIONALLY

One recommendation is that hotels initially remember that under the previous Communist regime workers were paid whether or not they worked to capacity. Whilst it is appreciated that hotels need to make a profit, pushing staff to achieve western levels of productivity will discourage existing staff from remaining in the industry and firmly establish a basis for the belief that the hotel industry should be shunned as a place of work. Conversations with staff have also shown that the benefits and working conditions are not seen to be sufficient compensation to compensate for the stress and pressure of daily work.

National Satisfaction Factors By Sex And By Job Location

Chart 6.8 shows work satisfaction factors by sex, from greatest satisfiers on the left to the least on the right. The average level of satisfaction for both sexes is shown as the "Now" line. As can be seen the difference between the two sexes is negligible, with the exception of the factor *Independence*, men rate this aspect of their work as being 'very high' as compared to the women who rate it only as 'high'. Therefore, as far as operations are concerned, there is no evidence that women have aspirations or working expectations which are in any way different from those of male counterparts.

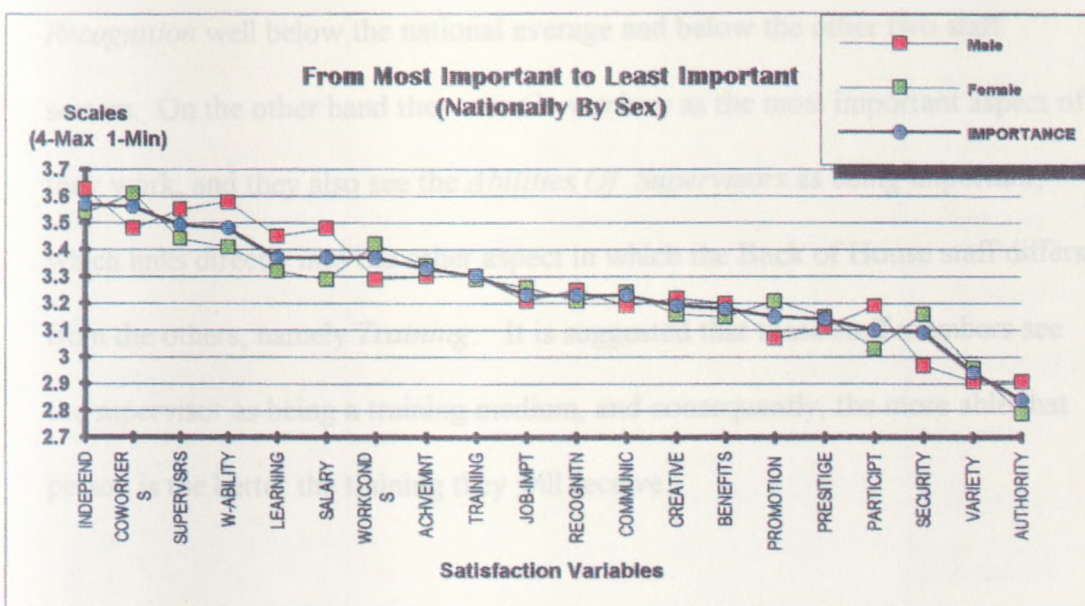
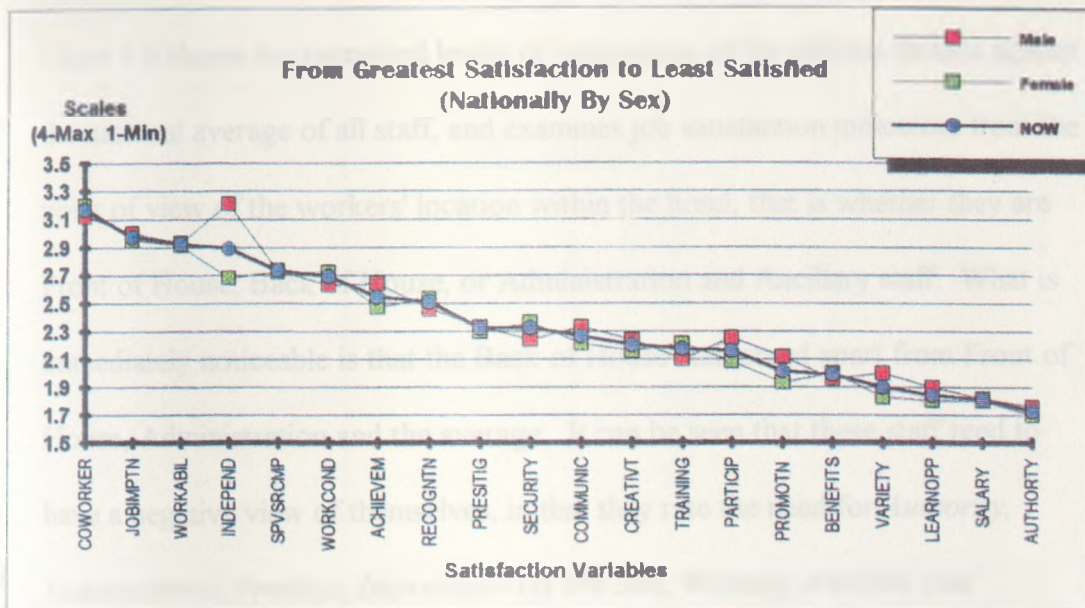
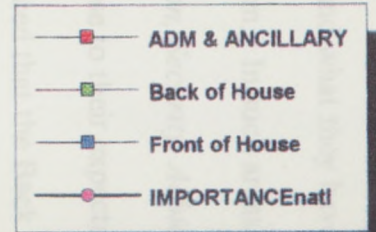
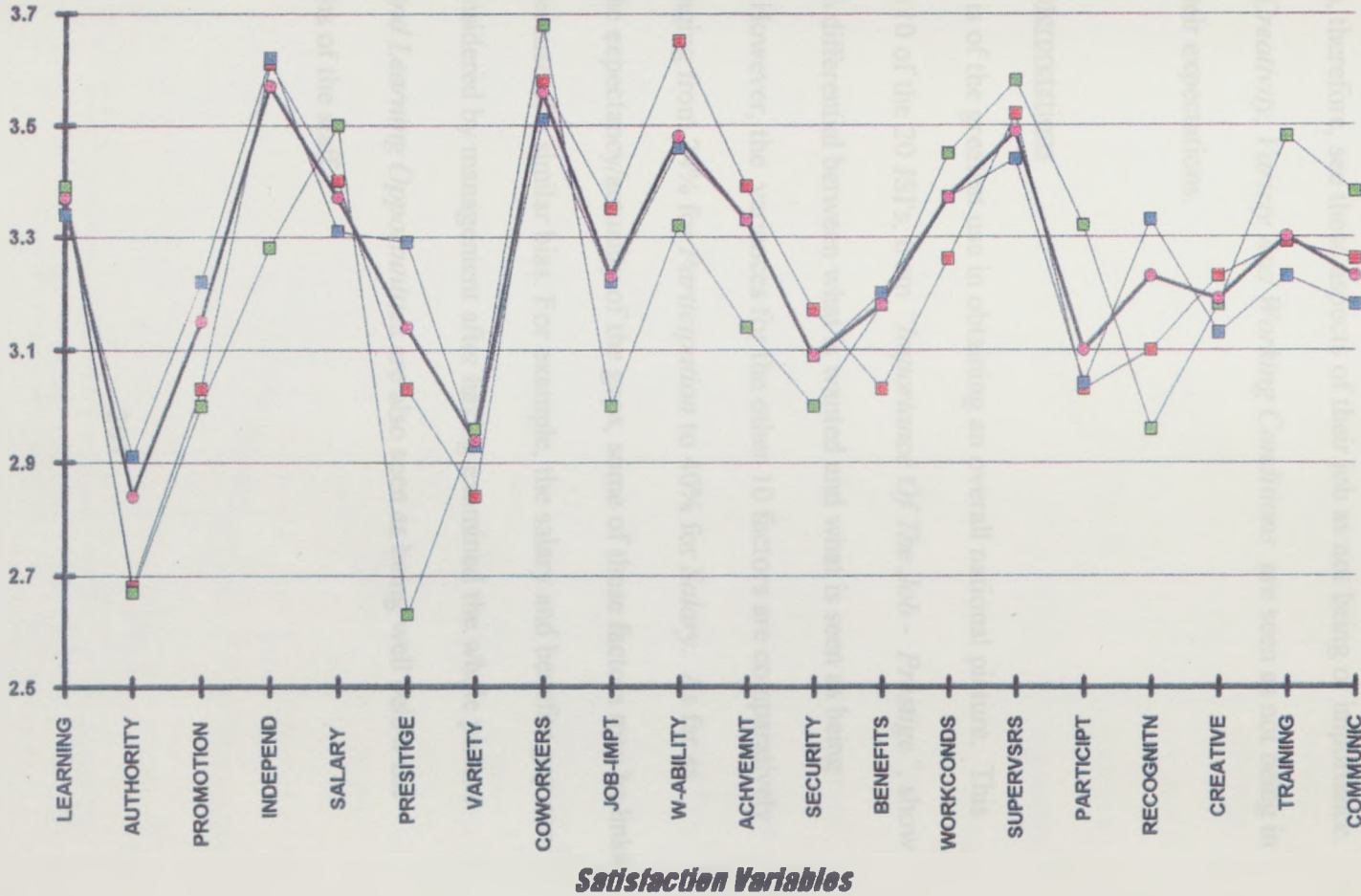


Chart 6.9 shows the perceived levels of importance of the various factors against the national average of all staff, and examines job satisfaction indicators from the point of view of the workers' location within the hotel, that is whether they are Front of House, Back of House, or Administration and Ancillary staff. What is immediately noticeable is that the Back of House staff stand apart from Front of House, Administration and the average. It can be seen that these staff tend to have a negative view of themselves, in that they rate the need for *Authority, Independence, Prestige, Importance Of The Job, Working Abilities And Recognition* well below the national average and below the other two staff sectors. On the other hand they rate *Co-workers* as the most important aspect of their work, and they also see the *Abilities Of Supervisors* as being important, which links directly into the other aspect in which the Back of House staff differs from the others, namely *Training*. It is suggested that these staff members see the supervisor as being a training medium, and consequently, the more able that person is the better the training they will receive.

Chart 6.10 reflects the attitudes of staff as to whether or not they have reached their perceived levels of job satisfaction. In all three job categories it can be seen that these are very closely related. This is more clearly explained in *Chart 6.11*, which shows the gap size between the level of importance to the staff and that which they think they have now. (The national average, shown as 'gap', is the same as in *Chart 6.5*.)

Aspects of Job Satisfaction And Its Importance to Hotel Workers In China (By Job Location; Nationally)

Scale (4-Max 1-Min)



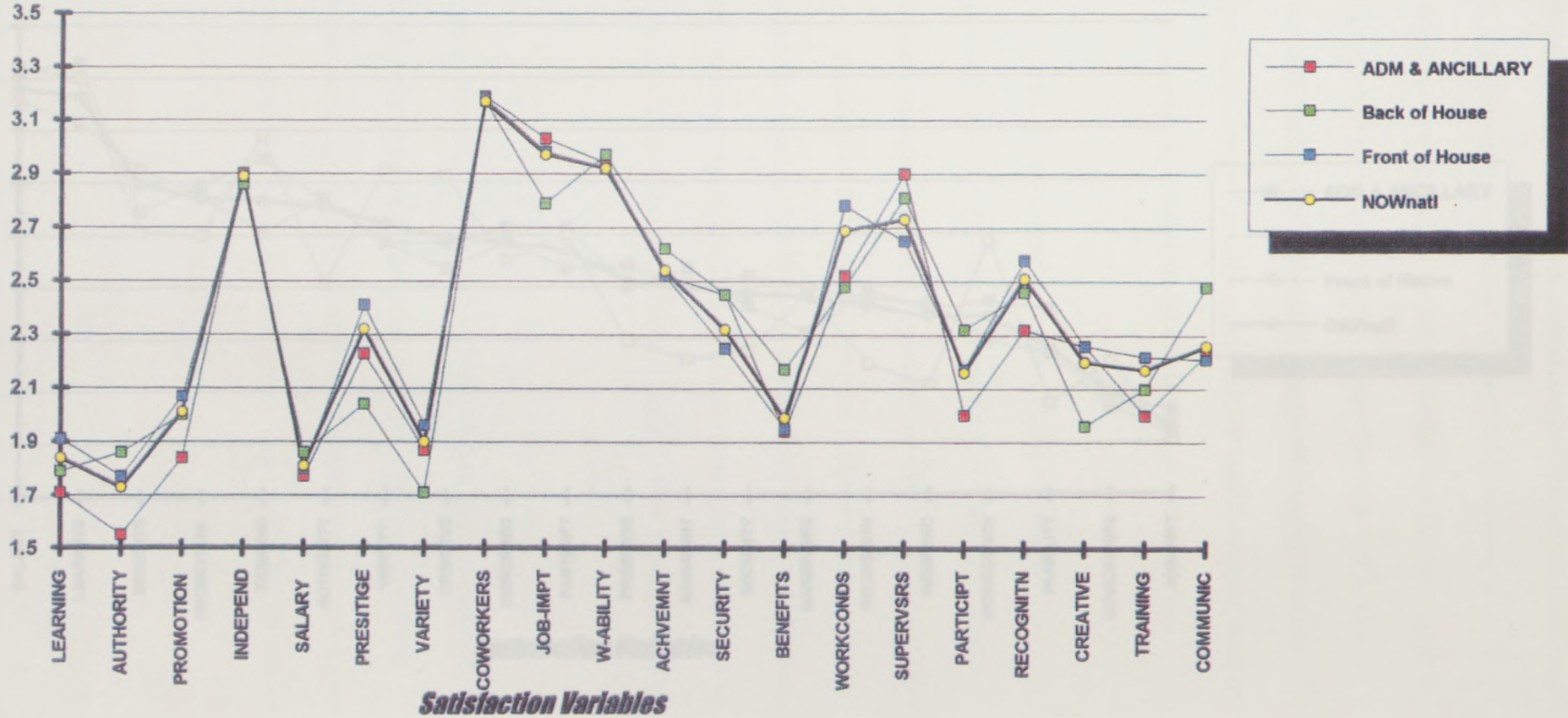
By job location it can be seen that Administration and Front of House tend to fit very closely to the national average. However, Back of House staff show that the gap between what they want and what they have achieved generally has a greater variance from the national norm. In such areas as; *Working Ability, Independence, Job Recognition, Security, Achievement, Prestige And Authority*, they perceive that they are close to their expectations, (+/- 12%). This mirrors previous comments, which stated that the Back of House Staff have a low self esteem and, therefore, see these aspects of their job as not being of importance. However, *Creativity, Variety And Working Conditions* are seen as not being in line with their expectations.

National Interpretations

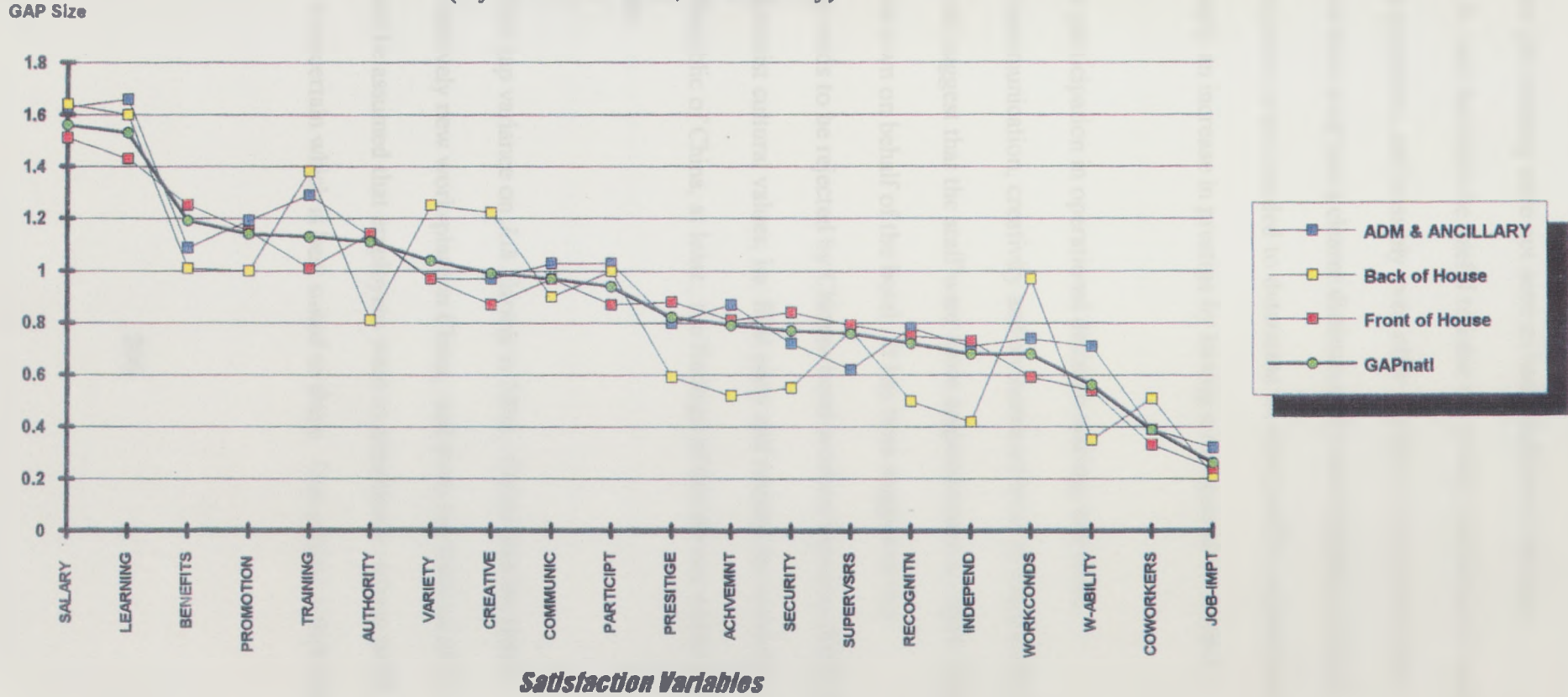
Chart 6.5 is of the greatest use in obtaining an overall national picture. This shows that 10 of the 20 JSI's, from "*Importance Of The Job - Prestige*", show only a 20% differential between what is wanted and what is seen as being achieved. However, the variances for the other 10 factors are comparatively higher, ranging from 24% for *Participation* to 40% for *Salary*. As far as reducing the expectancy/actuality of the gaps, some of these factors may be linked together because of a similar bias. For example, the salary and benefits gap can only be considered by management after having examined the whole picture. *Training and Learning Opportunities* are also seen as being well below the expectations of the staff.

Aspects of Job Satisfaction And the Amount Hotel Workers In China Think They Achieved (By Job Location; Nationally)

Scale (4-Max 1-Min)



The Gap Between the Achieved Level of Satisfaction And Its Importance To Hotel Workers In China (By Job Location; Nationally)



Following conversations with staff, and in conjunction with the findings from the repertory grid questionnaires (*Survey B*), it was discovered that in some instances in-house and on job training were not seen as being a distinct learning opportunity. It may therefore be useful to raise the profile and status of such in-house training programs, and possibly even offer graduation and certification. Where this was done staff had a clearer distinction between training and work. Further investigation is also needed to determine whether staff do indeed want the training or simply an increase in prestige by having a recognized certificate.

Responses for participation in operational decision making, increased departmental communication, creativity and an increased level of independence and authority all suggest that the staff want more empowerment to make decisions and act on their own on behalf of the hotel. It has been suggested that empowerment tends to be rejected by Chinese hotel workers because of the depth of their Confucianist cultural values, i.e. filial piety and respect for authority. For the People's Republic of China, at least, the findings of this survey would seem to state otherwise.

Interestingly the gap variance on *Job Variety* is 28%. Given that the hotel industry is a relatively new work-place in China, and from the findings of the survey, it could be assumed that employees want to experience various work roles in the hotel, to ascertain which is best suited to them. One project which may be

considered is a variety of cross training or job swap schemes to enable the staff to move throughout the hotel and gain a broader knowledge of the whole operation. This would both help to satisfy the staff's wishes for work variety, and help create a base of semi-skilled and skilled staff in-house.

The last aspect of job satisfaction where there is a substantial variance is on promotion. It is necessary for the Human Resource Departments to bear in mind that local PRC staff are keen to progress. Whilst not suggesting that staff are encouraged to "run before they can walk", an element of positive discrimination in favour of locals should be strongly considered. As has been shown by the overview of the questionnaire, staff are keen to take on a role of responsibility, and regular internal promotions can do much to counteract the negative points of those staff who feel that they are unable to recommend the hotel industry to their friends. Such a scheme also presents to staff a profile of an industry where one can progress through hard work and where opportunities for progression are available. With regard to the low self-esteem of the Back of House staff, a concerted effort needs to be made to ensure that their working conditions are improved. To what extent, is dependent on individual properties. It would also be beneficial to both staff and the hotel if a greater element of creativity and job variety could be implemented in these areas, and because of the differing interpretations as to what is creativity and variety, the best people to ask would be those staff working in these areas.

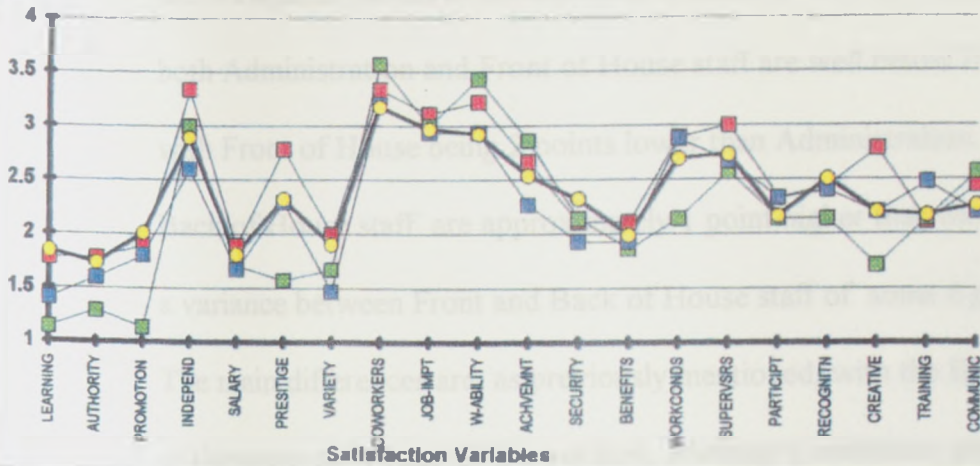
Survey A - Regional v. National Comparisons:

Job Satisfaction Indicators For Hotel Workers In Beijing

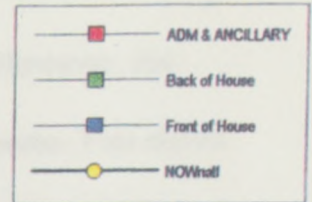
Graph 6.1.1 shows how the perceptions of Beijing staff, with the exceptions of Back of House staff, fit closely to the national norm, in the JSI's of; *Learning Opportunities, Authority, Promotion, Prestige, Recognition And Creativity*. This shows that these staff rank these factors as being well below the average, especially in the cases of *Learning Opportunities, Authority And Promotion*, where they have given a score of almost 1, the lowest they can mark. On the other hand the Administration and Ancillary staff have scored marks which show that in 12 out of the 20 factors their perceived amount of attainment is above the national average. Even though the national norm for JSI *Opportunity to Learn* is seen as being very important, scoring 3.4 (max. 4), the three groups surveyed in Beijing see this factor as being even more significant, and rate learning at between 3.6 and 3.8. The other area in which the three groups are seen to be higher than the norm is in *Working Ability*, that is the chance for the employees to work in a position which is best suited to their own personal abilities. On the matter of *Salary* the groups are spread, but not excessively, with all seeing the amount of salary as being important, the Administration and Front of House groups are fairly close to the national level of importance, whilst the Back of House rank salary at almost 3.9 as compared to the norm of 3.35.

Aspects of Job Satisfaction And the Amount Hotel Workers In China Think They Achieved

Scale
Max 1-Min

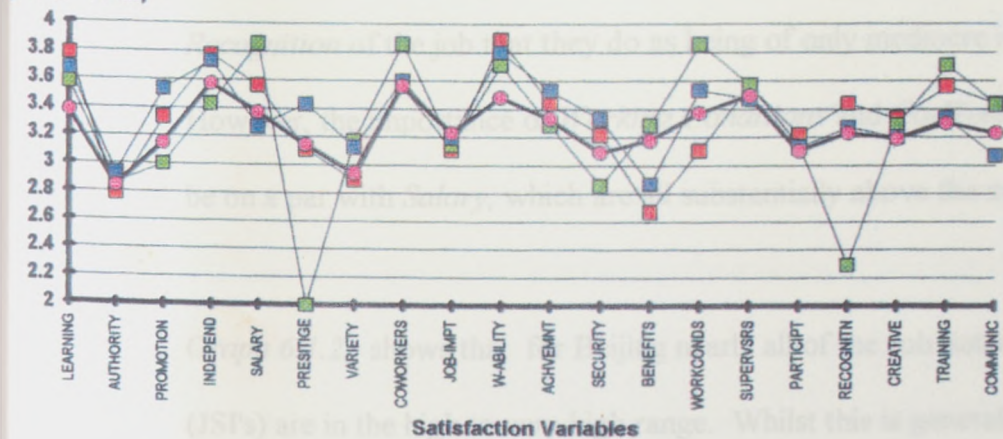


GRAPH 1

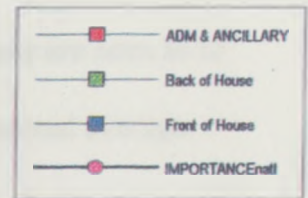


Aspect of Job Satisfaction And its Importance to Hotel Workers In China

Scale
(4-Max 1-Min)

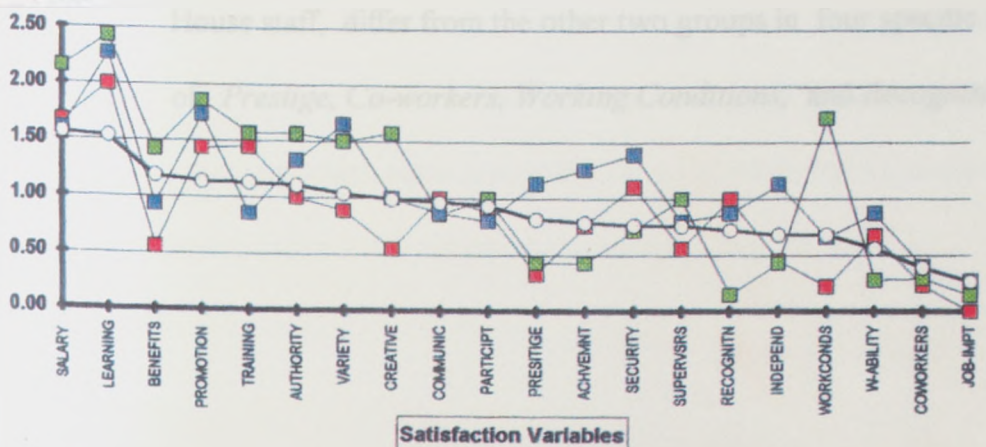


GRAPH 2

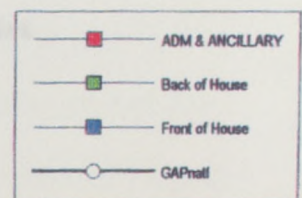


The Gap Between the Achieved Level of Job Satisfaction And its Importance to Hotel Workers In China

Gap Size



GRAPH 3



The variance between these staff's ranking of the levels of importance of material factors against the norm is even more noticeable with the factor of *Benefits*. Here both Administration and Front of House staff are well below the national average, with Front of House being 2 points lower than Administration. However, the Back of House staff are approximately 1 point higher than the norm. This shows a variance between Front and Back of House staff of some 6 points, or 15%.

The main differences are, as previously mentioned, with the Back of House Staff in the areas of, *Prestige, Co-workers, Working Conditions, and Recognition*. Here the staff rank the *Prestige* of job as being of only middling importance, which is substantially lower than the national average. Similarly they perceive *Recognition* of the job that they do as being of only mediocre importance.

However, the importance of *Working Conditions* and *Co-Workers* are seen as to be on a par with *Salary*, which are all substantially above the national average.

Graph 6.1.2, shows that for Beijing nearly all of the Job Satisfaction Indicators (JSI's) are in the high to very high range. Whilst this is generally in keeping with the national norm, in a number of instances the specific staff groups results are substantially higher than this norm. It is also interesting to note that Back of House staff, differ from the other two groups in four specific areas, namely those of, *Prestige, Co-workers, Working Conditions, and Recognition*.

Graph 6.1.3 on the other hand gives a clear indication of the gaps between the what the staff think is important and what they perceive as having now. As with the other graphs the Back of House staff are considerably more erratic than the other staff groups, accordingly they will be dealt with on their own, rather than in comparison to the Front of House and Administration staff. Both Front of House and Administration staff both rank the JSI *Salary* at exactly the same level as the national average of all staff, showing a gap of 37.5%, which on an issue as contentious as salary in China is seen as being good. However, when it comes to the JSI of *Benefits* both groups are below the national norm, with the Administrative staff reflecting a gap of slightly above 0.5, i.e. a variance of 12.5%. This indicates that the hotels are providing the correct packages for these two groups in terms of the added extras which they offer to their staff. The single greatest variance between what these two groups want and what they get is in the JSI *Learning Opportunities* reflecting the amount of learning which they have in the hotels. Nationally this factor is shown as having the second greatest gap size after *Salary*, but in the case of Beijing staff the gap is seen as having an even greater gap. There are three other satisfaction factors in which the Front of House and Administrative staff deviate from the national norm, *Promotion*, *Variety And Security*. For the first of these, the chance for promotion, the Front of House staff feel that the opportunity to progress is not good, reflecting a 1.75 point gap which equates to 44% variance, while the Administrative staff rank it lower with a 35% variance between what they want and what they think that they

get. This difference in gap variance between Front of House staff and Administrative staff is shown to be even greater when one looks at job variety. For Front of House staff, the gap of 1.7, is substantially higher than the national average, (almost 1 point), that is a variance between expectation and reality of 42.5%. However, this same gap is lower than the national norm when one looks at the Administrative staff, where the gap is shown at 0.9 of a point, as opposed to the national level of slightly over 1. The third variance from national levels, and one where Front of House and Administrative staff are more closely matched is with the JSI of *Job Security*. The national norm is 0.8, whereas the Beijing Administrative staff reflect a score of 1.2 and Front of House staff a score of 1.45, respectively showing 33.3% and 36% variances between expectation and achievement,.

The Back of House staff record a number of gap variances which are markedly higher or lower than the national average. This group of staff have the highest differential with regard to *Salary*, but the gap for *Learning Opportunities* is even higher. Here one sees a 40% variance between the national average and the gap between expectation and actual achievement in opportunities to learn for Back of House staff. Unlike the other two groups, Back of House staff feel that they do not achieve satisfaction in the JSI of *Benefits*. They have already stated that they are dissatisfied with their salary, and it is the same for the additional benefits which the hotel provides. For the JSI factors of , *Authority*, *Training*, *Variety*,

Creativity and especially *Promotion*, Back of House staff have scored marks recording an average 40% variance between what they want and what they get. However, the JSI's of *Prestige, Achievement, Recognition, Independence, Working Ability, Co-Workers and Job Importance* are all below the national average. *Job Recognition* ranks well below the norm, ranking with *Job Importance* as having almost no gap between expectation and actuality. The single greatest variance between the national norm and Back of House staff, and at the same time between that group of staff and the other two groups is in the JSI of *Working Conditions*. The Back of House staff have shown a gap between what they expect their working conditions to be, and what they actually have, as being 43.75%. If one compares this particular group of staff against all staff nationally and the other two groups within the same regional location, one sees a very marked difference. Against the national levels there is a difference of 51%, which is the same for the difference between Front of House staff and their Back of House counterparts, but the gap between Back of House and Administrative staff as far as working conditions are concerned is a massive 86%.

Interpretations:

Using the National Gap Variance as an indicator, it can be seen that hotel workers in the Beijing region of China are not too far from the national mean. It must also be considered that if this questionnaire was repeated with hotel staff in another country, or even with a different work-force within China, that whilst specific

JSI factors might vary in importance, there would always be a gap between what is wanted by staff and what is actually received. Despite this fact, some commentary can be made regarding the findings for Beijing.

First, all three work groups have shown that they are unhappy about *the Job Opportunities* which are made available to them, and Administrative and Back of House staff have the same opinion as regard to *Training*. The staff in Beijing are extremely keen to learn and know more. This is directly linked to the second aspect where all three groups agree, that is *Promotion*. All staff want the opportunity to "get on", within the hotel. It is this lack of opportunity to progress which, during personal interviews, the staff put as the prime reason for them to leave the hotel industry. Both the Front and Back of House staff seek more *Variety* in their work, an aspect should be investigated by the local management. For example, to what extent the jobs of these staff are different from their western / expatriate counterparts, and to what extent their jobs are particularly repetitive should be examined. Questions as to whether the hotel practices cross-training, permits it's staff to change roles within the department, or to temporarily work in other areas could be raised. One must not forget that for Chinese workers, the hotel industry is very new. One reason for the complaint about the lack of variety could stem from the fact that many of the staff may not have been to any form of hotel school, and consequently, because of this lack of vocational education, have unrealistic concepts as to what the job actually

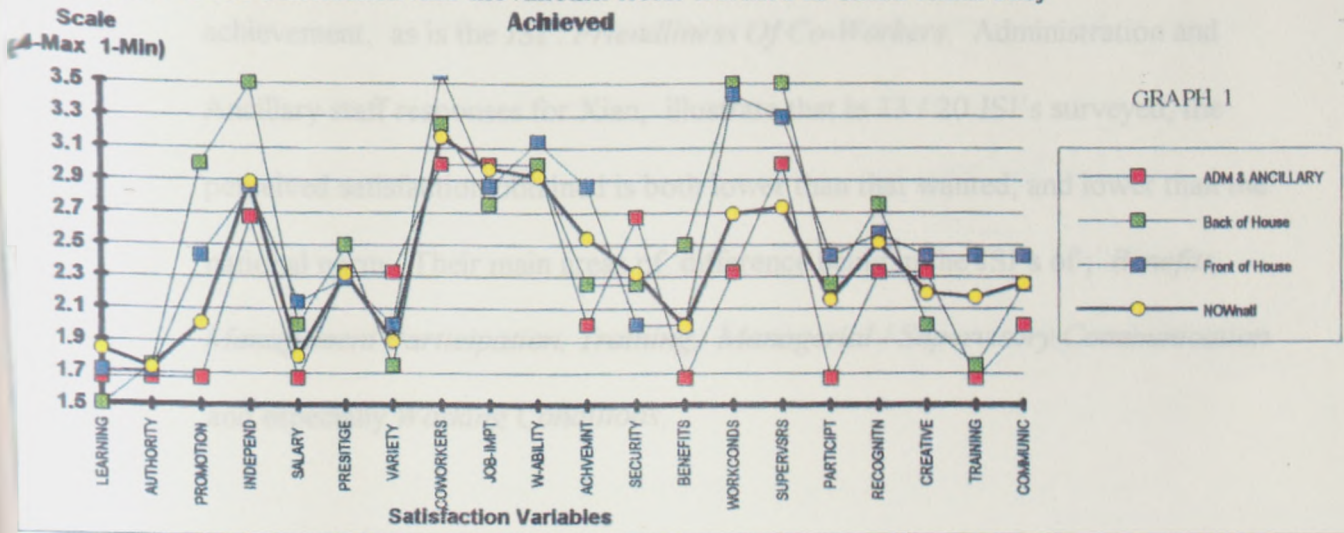
involves. Unlike the other regions visited, Beijing staff have placed much greater emphasis on the JSI relating to the security of the job. It could be assumed that as the capital city develops and becomes more affluent by Chinese terms, staff are keen to remain in a secure position. A possible way to alleviate some of the concern with regard to job security, is to first probe deeper into what aspects of employment the staff are concerned about. Then to establish a comprehensive code of conduct and ethics which are known to all staff, along with the disciplinary methods and procedures which could be called into action for violation the company's policies. The final proposal is for hotel management to ascertain why it is that the Back of House staff consider their working conditions as bad. For such a variance to exist between the three groups, with the single greatest variance in this category recorded in this region, a detailed commentary from the staff should be requested and steps taken to attempt to close this gap.

Job Satisfaction Indicators For Hotel Workers In Xian

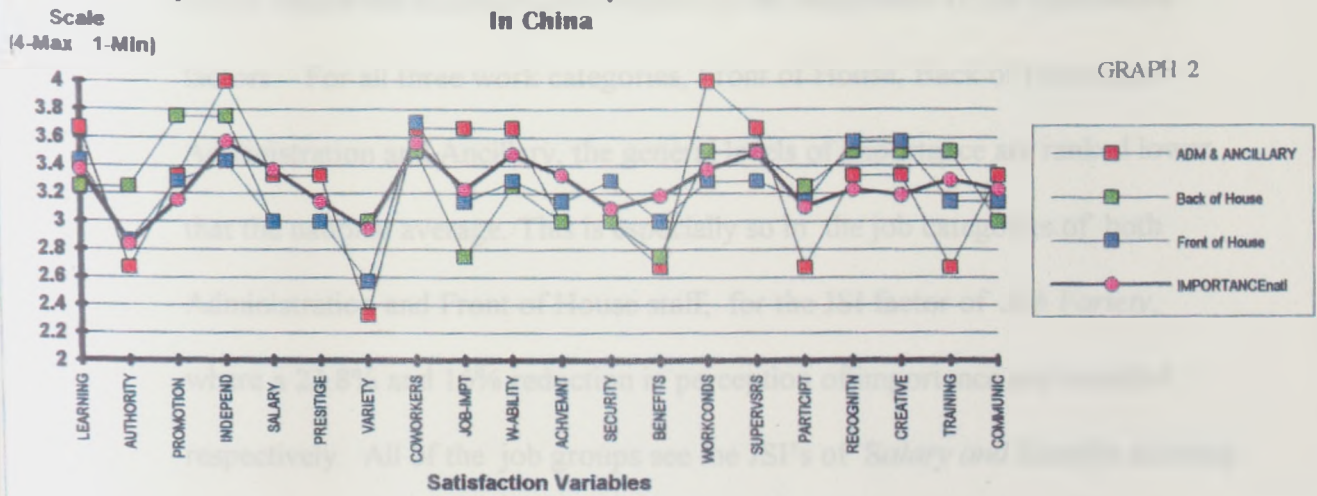
Graph 6.2.1 which relates the perception of staff to the amount of satisfaction which they get now is predominantly in line with the national average although there a number of elements which are substantially different from this average.

There are four main areas where staff feel that they do get job satisfaction. For Back of House staff, these are the JSI's of ; *Job Independence, Working Conditions And Supervisors Competence.*

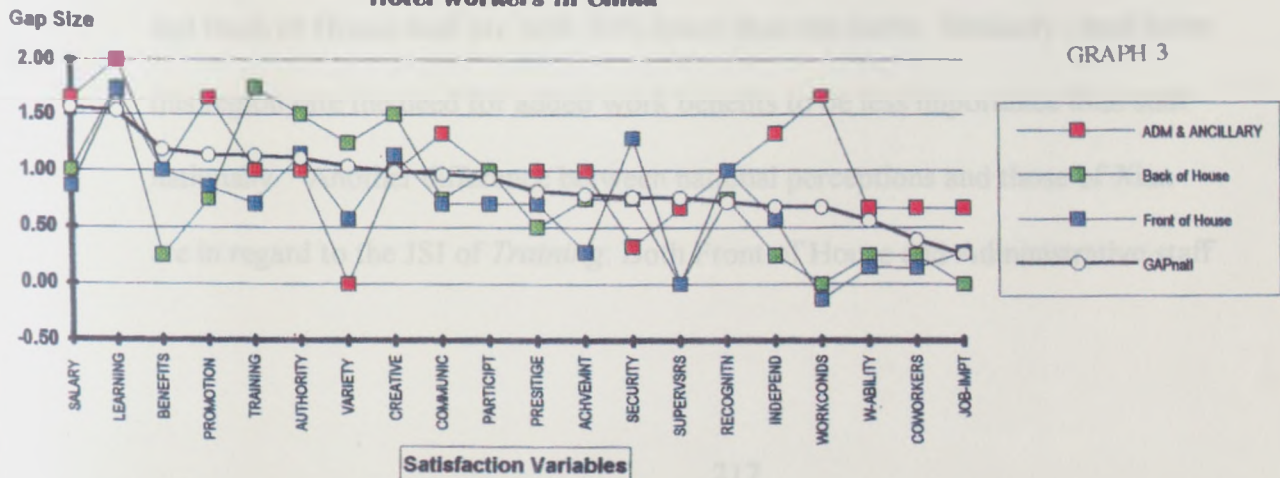
Aspects of Job Satisfaction And the Amount Hotel Workers In China Think They Achieved



Aspect of Job Satisfaction And Its Importance to Hotel Workers In China



The Gap Between the Achieved Level of Job Satisfaction And Its Importance to Hotel Workers In China



The last two are also ranked by Front of House staff as having a high level of achievement, as is the JSI : *Friendliness Of Co-Workers*. Administration and Ancillary staff responses for Xian, illustrate that in 13 / 20 JSI's surveyed, the perceived satisfaction obtained is both lower than that wanted, and lower than the national norm. Their main areas of difference being in the JSI's of ; *Benefits, Management Participation, Training, Managerial / Supervisory Communication* and especially *Working Conditions*.

Graph 6.2.2 clearly shows that staff in the north western region of China do not rigidly follow the national norms regarding the importance of job satisfaction factors. For all three work categories, Front of House, Back of House and Administration and Ancillary, the general levels of importance are ranked lower than the national average. This is especially so in the job categories of both Administration and Front of House staff, for the JSI factor of *Job Variety*, where a 23.8% and 16% reduction in perception of importance are recorded respectively. All of the job groups see the JSI's of *Salary and Benefits* as being important, but none equal the national average ratings. In the case of salary, Administration staff are fractional lower than the national average, whereas Front and Back of House staff are both 20% lower than the norm. Similarly , staff from this region rate the need for added work benefits to be less importance than staff nationally. Another difference between national perceptions and those of Xian are in regard to the JSI of *Training*. Both Front of House and Administrative staff

ratings are below the national norm, with Front of House staff being 18.2% lower. Administration staff rank in this region, rate *Working Conditions* and *Job Independence* as being the most important aspect of their work, which in both instances is not only higher than the other two groups within the region, but noticeably higher than any other regional work group and higher than the national norm. Also the satisfaction factors of *Recognition* and *Creativity* are higher than the national average.

Graph 6.2.3 which reflects the gap variance between what the staff want and what they think that they get highlights these variances. An initial observation shows that none of the variances are excessive, in that the highest differential is in the areas of *Learning Opportunities*. The recorded variance is 2.0 points for Administration staff and 1.75 points for the other two groups, reflecting a 50% and 43.75% variance respectively. The other part of the learning factor, the JSI of *Training*, shows a greater disparity between Administrative staff and Back and Front of House staff. For both Administrative and Front of House staff the gap between perceived and actual values is below the national average, and in the case of the Front of House staff is some 42% lower than the average. However for Back of House staff the training aspect of their work is seen as not being good and this is shown by the fact that they have a 43.75 variance between wants and achievements. This is reflected by a result some 31% above the national norm. Part of the reason staff see the training value as lower than the

norm, was explained in other separate aspects of the study, which illustrated that staff in Xian saw in-house training and on job training as being important and worthwhile, whilst this was not necessarily the case for all staff members in Beijing, Shanghai and Guangzhou. Other adverse variances which are opposed to the national levels, are demonstrated in results from Back of House and Administration staff. Front of House staff on the other hand have the same gap difference as the national norm in two (2) instance and are below the norm in fourteen (14) other cases. Two of these latter cases, the JSI's of ; *Job Ability*, i.e. the ability to do a job which suits the person, and *Co-workers*, show only a 5% variance from what they want and what they get. Similarly in the JSI factor of *Supervisors Ability* there is a 0% difference, and these staff also consider their working conditions to be 5% better than expected.

As already mentioned Back of House staff perceive that there is a large disparity between the amount of training which they would like and that which they get. This group of staff also show that they would like more authority within their work, greater variety and the chance to be able to put into practice some of their own ideas and be more creative. Administrative and Ancillary staff, however, have reflected that they feel that there are a number of major variances between what they want and what they get. In fact they have shown that in twelve (12) factors they are higher than the national average, with four instances being well above the norm, namely those of ; *Learning Opportunities*, *Promotion*, *The*

Chance To Work Independently Of Others, and Working Conditions. The greatest gap, some 58.8% above national average, was recorded in this last satisfier

Interpretations

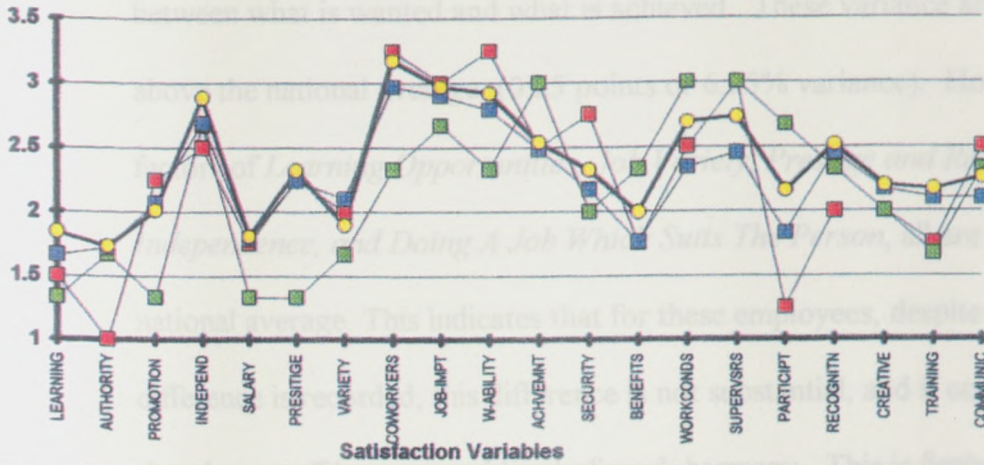
The staff in north western China seem to be the most content with the hotel industry as a career, but unlike any of the other areas, Administrative and Ancillary staff see themselves in a poor light. They feel that they are not appreciated, have low recognition, and low prestige with little of chance for promotion or opportunity to progress through training and learning opportunities. The most startling aspect for this group of staff, and for this region is the ranking of the working conditions as being very unacceptable. For the majority of staff in Xian it could be suggested that management increase the chances for staff to participate in the operation of the hotel to a greater extent and for both management and supervisors to become more communicative. It is suggested that this region more than perhaps the others would be more amenable to staff empowerment. For the Administrative staff, working conditions need to be improved, and it is strongly recommended that the operational staff are actively consulted as to their new and improved conditions. The general interpretation of the data is that Xian staff are keen to undertake more authority, and have a balanced realism between what they would like in the way of satisfaction within the work place, and what they could or should realistically expect.

Job Satisfaction Indicators For Hotel Workers In Shanghai

Chart 6.3.1 shows the respective gaps between what staff expect as far as satisfiers at work are concerned, and what satisfiers they perceive they actually receive. The largest gaps vary according to work location. For the Back Of House Staff it is in the area of the JSI *Salary*, which shows a gap of 2.7 points (67.5% variance) between the perception of what their salary ought to be and what they now get. For Front Of House Staff, the largest gap is the area of *Opportunity To Learn*, at 1.5 points (37.5% variance), and for Administration And Ancillary Staff, the largest gap is in the aspects of creativity and the JSI *Participation* which reflects a value of 1.25 points (31.25% variance). The smallest gap is for the JSI factor of *Job Importance*, where all three categories of job location; Front of House, Back of House and Administration; reflect a gap of less than 0.5, with Front of House and Administration having a zero (0.00) point gap difference. The Front Of House section of the hotel staff are very much in line with the national averages of JSI's. Apart from *Salary*, *Learning Opportunities* and *Benefits*, all other variances are less than 1 point, which indicates a closeness between their aspirations and their achievements. Administrative and Ancillary staff show more of a variance in their JSI results. In the aspects of, *Creativity*, *Job Participation* and *Supervisors Competence*, all are above the national norm.

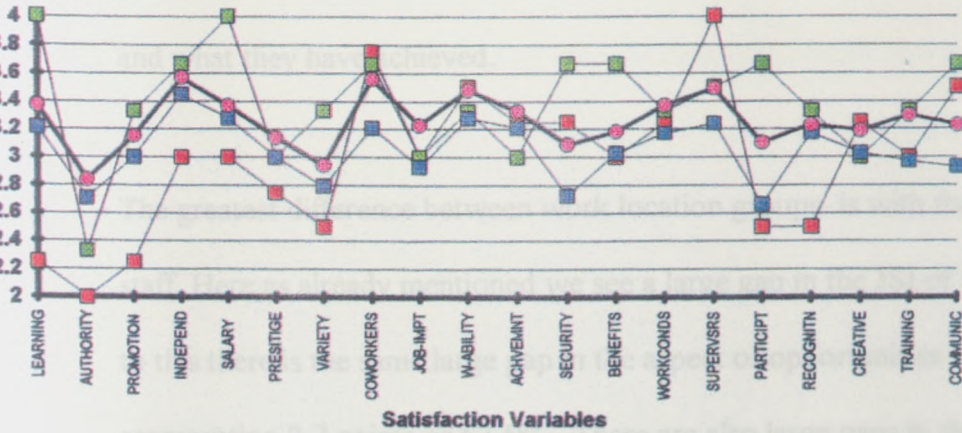
Aspects of Job Satisfaction And the Amount Hotel Workers In China Think They Achieved

Scale
(4-Max 1-Min)



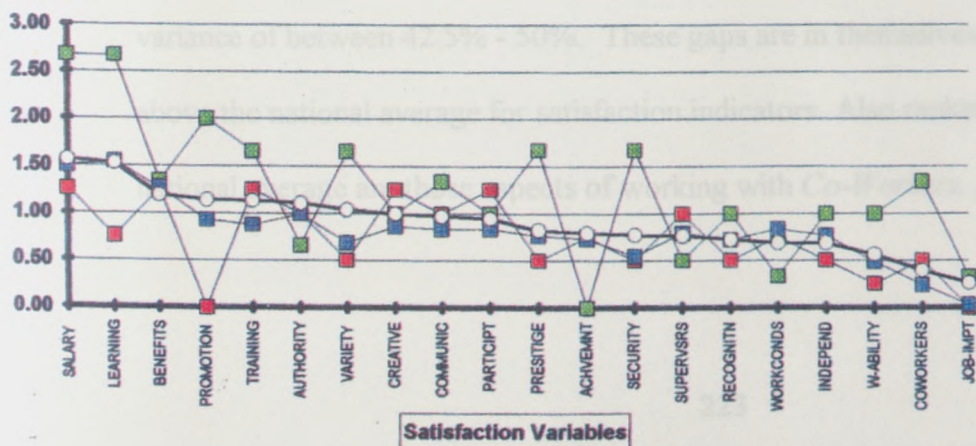
Aspect of Job Satisfaction And Its Importance to Hotel Workers In China

Scale
(4-Max 1-Min)



The Gap Between the Achieved Level of Job Satisfaction And Its Importance to Hotel Workers In China

Gap Size



This indicates that staff feel that they are wanting in these areas, the size of the gap being in the region of between 1 - 1.25 points, showing a 31% variance between what is wanted and what is achieved. These variance are only slightly above the national average, (0.25 points or 6.25% variance). However, the factors of *Learning Opportunities, Job Variety, Prestige and Recognition, Independence, and Doing A Job Which Suits The Person*, all are below the national average. This indicates that for these employees, despite the fact that a difference is recorded, this difference is not substantial, and it could be surmised that these staff have a good level of work harmony. This is further heightened by the fact that in the two JSI areas of *Promotion and Job Importance*, that is doing a job which is felt to be of worth, there is no variance between what they expect and what they have achieved.

The greatest difference between work location groups is with the Back of House staff. Here as already mentioned we see a large gap in the JSI of *Salary*. Added to this there is the same large gap in the aspect of opportunities to learn, both representing 2.7 points or 67.5%. There are also large gaps in the JSI aspects of *Training, Promotion, Job Variety, Prestige Of The Job, and Job Security*, ranging from a gap of 1.7 to 2.0 points on the ranking scale of 1- 4, i.e. a variance of between 42.5% - 50%. These gaps are in themselves substantially above the national average for satisfaction indicators. Also ranked well above the national average are those aspects of working with *Co-Workers, Job Suitability,*

Work Independence Job Recognition and the Inter-Departmental

Communication Process. However, the JSI of *Achievement* has a zero gap.

These staff rated achievement as being "high" on their list of priorities and felt that they actually attained this level of achievement.

Interpretations:

An overall assessment of the staff in the Shanghai region of China is that for the Administration and Front of House areas of the hotel, staff work in a fairly balanced and harmonious working environment. It is a considered opinion that one can rarely get staff to admit to having all that they would wish in the work place. In this instance the gaps most obvious are in the JSI's of *Salary and Benefits*, where management can take the necessary overviews to assess the merits of any increases, and in *Training And Learning Opportunities*. This must surely be seen as a healthy sign for any institution, in that their staff are keen and eager to learn. As far as the Back of House is concerned it is felt that these staff consider that they are worthy of more *Respect and Prestige* than is at present available to them. For many hoteliers, back of house staff tend to be seen in a lesser light than front of house operatives. In the case of China, similar levels of status are not in place, and perhaps it is necessary for present management at all levels to re-assess their true attitudes and feelings towards back of house staff. An awareness of the necessity of these staff, and a conscious plan to raise status

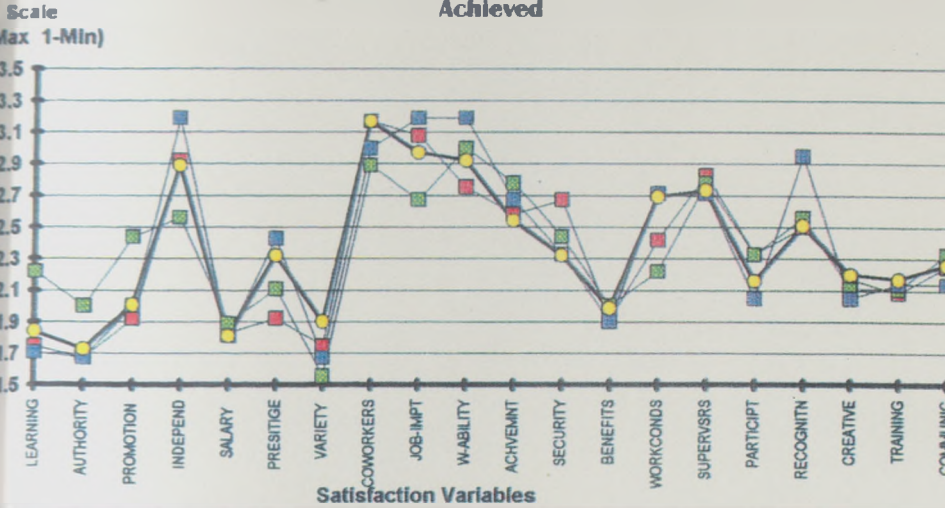
and awareness of their roles and positions may do much to redress the balance between their wants and their present day perceptions.

Job Satisfaction Indicators For Hotel Workers In Suzhou And Hangchow

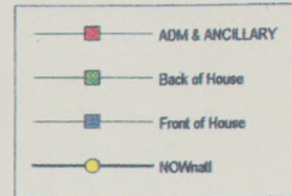
Graphs 6.4.1 and 6.4.2 show that the staff from the hotels within the Jiang Nang region of China adhere fairly closely to the national average. This is especially true in the case of the information displayed in *Graph 6.4.1*, which illustrates what staff perceive they have achieved now in the way of job satisfaction.

Graph 6.4.2, shows that Back of House staff generally rank their JSI's as below the national norm, as their ratings for: the aspects of *Authority*, *Job Prestige* and *Job Variety*; are well below average. Interestingly Front of House staff have also scored below the national average for the factor of ; *Creativity*, and have indicated that whilst this factor has a score of 2.8 or 70% importance, it still ranks as the least important of all the factors. This would agree with the fact that they have rated the friendliness and support of their *Co-workers* as the second most important factor of their job, reinforcing the viewpoint that values of strong communal ties in both the home and work still appear in the Chinese culture. However, this perception cannot be taken in its absolute form, because for the Front of House workers, the single most important factor for job satisfaction is the JSI of *Independence*.

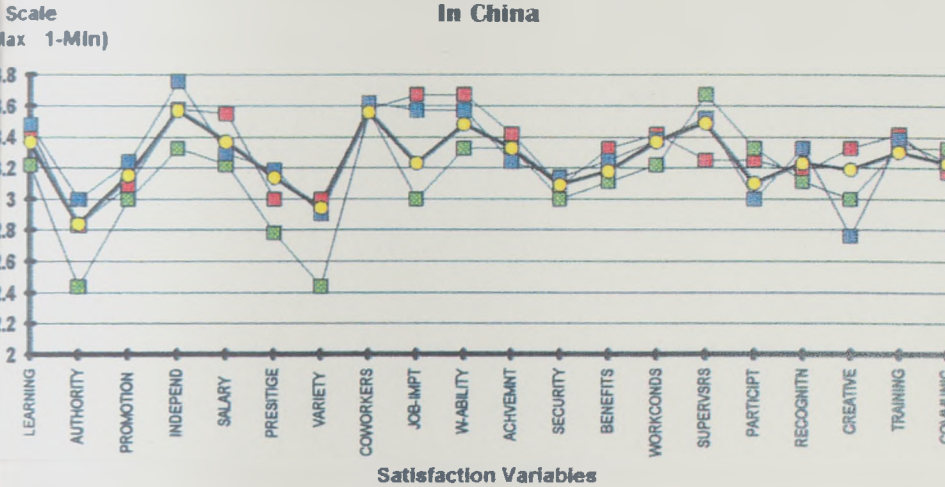
Aspects of Job Satisfaction And the Amount Hotel Workers In China Think They Achieved



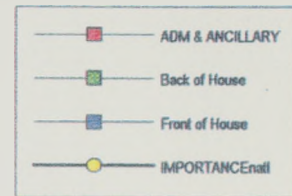
GRAPH 1



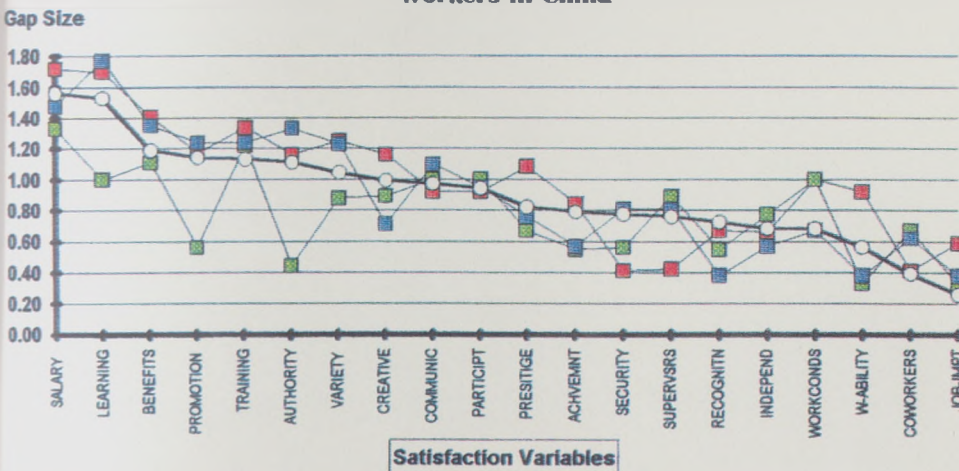
Aspect of Job Satisfaction And Its Importance to Hotel Workers In China



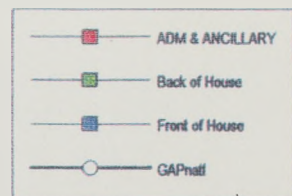
GRAPH 2



The Gap Between the Achieved Level of Job Satisfaction And Its Importance to Hotel Workers In China



GRAPH 3



Although it is only slightly higher (+1.7 points) than the ranking for the JSI factor of *Co-workers*, it shows that this group of staff rate independence as being 4.25% more important than co-workers. This dichotomy for this particular group of staff would warrant further investigation.

Graph 6.4.3 shows the gaps between what staff in the Jiang Nang region see as important in their jobs and what they perceive they are getting now. By studying these figures some illustrate as to what these staff think about the hotel industry as a career can be obtained.

Using the national average gap as a norm, it can be seen that for many of the Jiang Nang staff, the gap in JSI factors is below the national norm. This low gap variance is not restricted to just one of the worker groups, but is spread across the whole range of groups. However, the Back of House group tend to have more responses in the lower gap levels, with seven (7) factors rating a variance of 15% or less. Front of house staff also record four (4) instances that are well below the national average, namely the JSI's of ; *Creativity, Achievement, Recognition* and the *Ability To Do A Job* for which they are suited. But on for the JSI of *Job Variety*, they indicate that they do not get much variety, hence a score higher than the average, showing a 30% variance. The single greatest disparity for the Front of House staff is in regard to *Learning Opportunities*. Here one notes the largest gap variance of any of the work groups, (44.75%) some 20% above the

national norm. Administrative and Ancillary staff score 13 / 20 factors with gap variances of above the average, joining the Back of House staff in being 10% above the norm for *Working Conditions*. Here they perceive that their conditions at work are not as good as they could be. Their greatest variance is the same as for Front of House staff, in that their *Learning Opportunities* fall a long way short of their expectations.

Interpretations

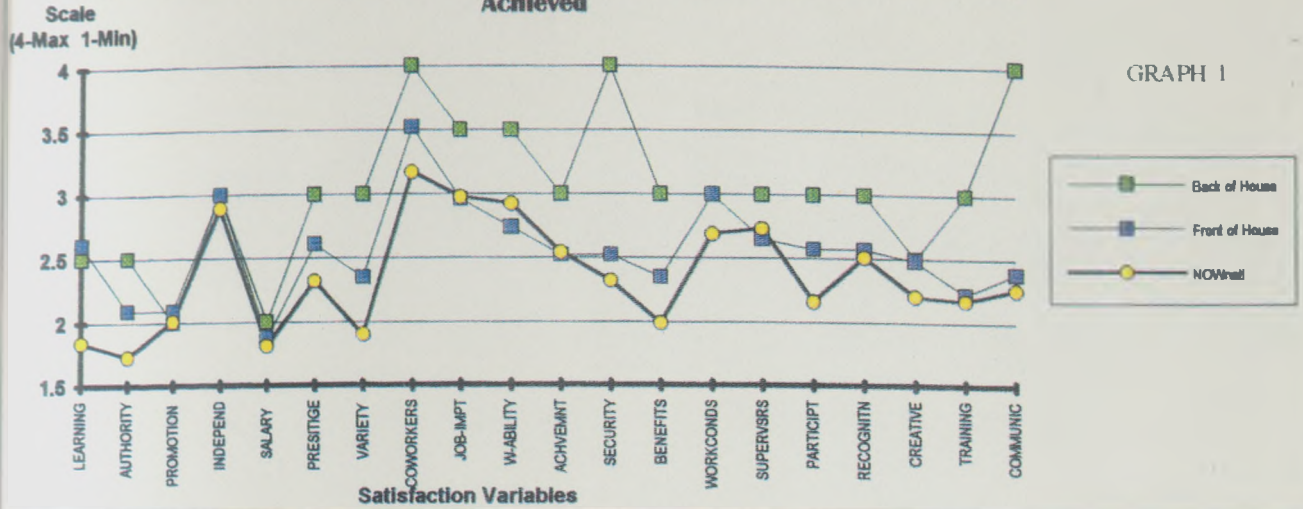
Given that in every institution there is an element of dissent, the responses from staff of the Jiang Nang region of China indicate in most of JSI's that the gaps between what the staff want and get from their jobs is met. However, the Administration and Ancillary staff show a lower satisfaction rate than the other two work groups. Their scores indicate that they want more training, and chances to learn as well as greater job variety and creativity. They see their job as being important, but feel that they are not given full acknowledgment of this aspect. Management of hotels in this region should be aware of the dissatisfaction of their Administrative and Ancillary staff. Whilst this is not peculiar to the Jiang Nang region, it does seem to be peculiar to the more rural cities and location in China. It is also the case that this group of staff, in common with similar groups of staff in Xian, have recorded a strong complaint regarding their working conditions. It is recommended that this situation be altered but with the participation and agreement of all of the relevant staff. Both the Administrative and Front of House

staff also show a keen interest in taking more responsibility in the running of their departments or sections. It is suggested that more empowerment could be given to these staff under the watchful and guiding eye of their supervisors or departmental managers. This aspect of management, is still in its infancy, and one must bear in mind the cultural implications connected to granting power to staff who are seen as being subordinates. Expatriate managers, particularly those of Chinese descent, must remember that the cultures of Hong Kong, Singapore and Malaysia, are very different to those of the mainland despite common roots. From extensive conversations with hotel staff in China, it must be said that the events of the past decades have bred a different mentality to that of the other Chinese communities.

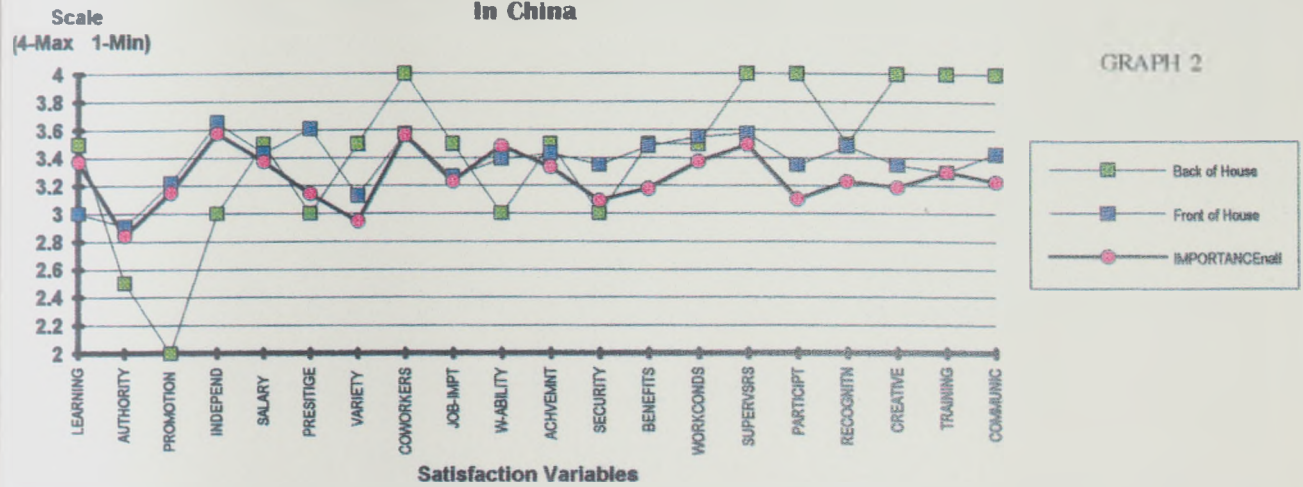
Job Satisfaction Indicators For Hotel Workers In Shenzhen And Guangzhou

Graphs 6.5.1 - 6.5.3 show the statistics for the hotel staff in Southern China, that is Shenzhen and Guangzhou, and give the single most interesting set of figures, in that in many instances there are little or no gaps between expectations and actuality as far as job satisfaction indicators are concerned. However, this sample from this region of China was the most skewed in regard to the respondent's job location. Of the staff interviewed here (n=25), 23 were from Front of House area, and the remaining 2 were from Back of House, with a zero response from Administration or Ancillary staff.

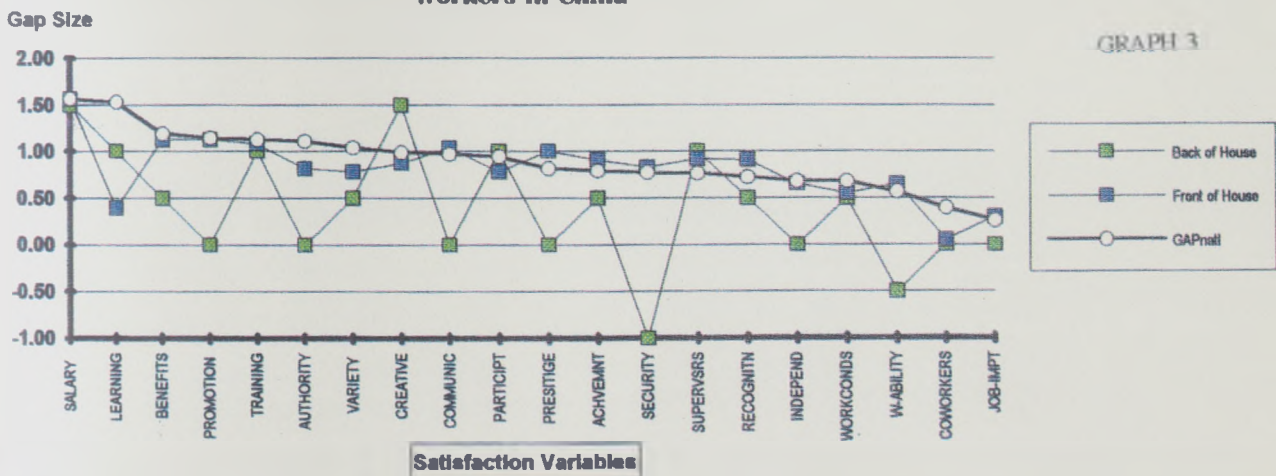
Aspects of Job Satisfaction And the Amount Hotel Workers In China Think They Achieved



Aspect of Job Satisfaction And Its Importance to Hotel Workers In China



The Gap Between the Achieved Level of Job Satisfaction And Its Importance to Hotel Workers In China



Because of this, the very positive results indicated by Back of House staff must be viewed with the realization that the 2 staff interviewed may have been very content with the hotels in which they worked, and saw the whole work experience in a positive manner. In noting the response of Back of House Staff, it is apparent that they have placed six (6) of the JSI factors as being of maximum importance; *Co-Workers, The Ability Of The Supervisor, The Opportunity To Participate In The Operation In Which They Work, Creativity, Training and Managerial/Supervisory Communication*. They then place a further eight (8) factors in second place, which again rank fairly high on the scale, but the JSI's of ; *Promotion and The Chance To Take Or Make Important Decisions*; were placed at the mid level, which was well below the national norm. Front of House staff tended to stick closely to the national average, with the exception of the JSI of *Prestige*. Because of the skew in the sample of respondents, the best way to ascertain what the staff in Southern China feel about the hotel industry is to look at the gaps between what they want from a job as opposed to what they feel they actually get.

In almost every count the gap is lower than the national average, the main exception being with Back of House staff who felt that they had little opportunity to be creative in their work. Front of House staff felt that their chances to learn were good, and as a consequence the gap was only in the region of 0.4 of a point, or 10 %. Back of House staff, however, showed that in the JSI's of ; *Authority*,

Promotion, Communication, Prestige, Independence, Co-Workers And Job Importance; there was no gap between what they wanted and what they got. In the cases of the JSI's *Ability To Do A Job* for which they are well suited, and *Job Security*, they felt that they were much better off than they had expected.

Interpretations.

It can be seen how the lack of a substantive Back of House sample and the fact that there were no Administrative staff sampled, has affected the outcome of the results, but because of the number of Front of House staff who took part, the result from this job category is perfectly valid, and falls very much in line with the national norm. The overall results display a picture that shows a great deal of satisfaction with the conditions and working life in hotels in Southern China. However, so to avoid complacency, perhaps management should evaluate the results shown in *Graph 6.1* which illustrates the amount of satisfaction which the staff perceive that they have now.

By using the National norm as a base guide, managers in Shenzhen and Guangzhou can take heart from the fact, that with the exception of Front of House staff's perceptions in the JSI's on; *Work Ability*, and *Supervisor's Abilities*, every other rating is either equal to, or above, the national average.

Job Satisfaction Indicators For Hotel Workers In Guilin

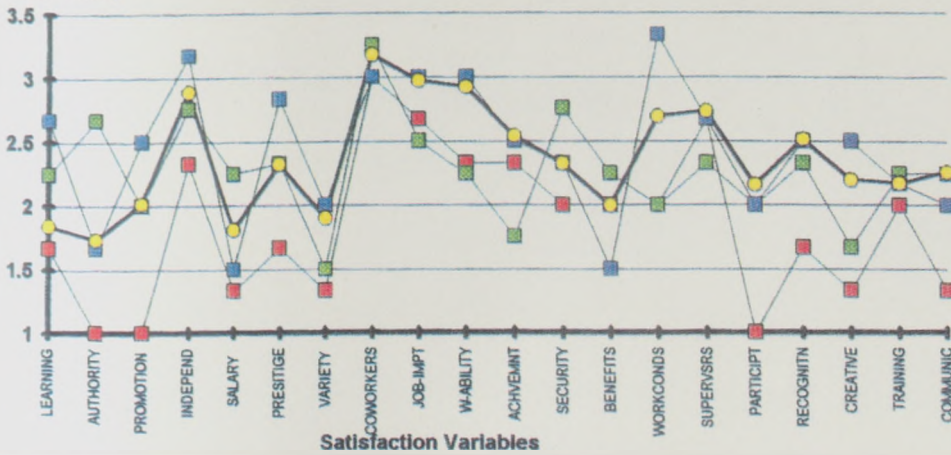
Of all of the worker groups surveyed throughout China, those from the South-western Region of China produced the most disparate replies.

Graph 6.6.1 shows a noticeable variance for Administration and Ancillary staff, in that the perceptions relating to the amount of satisfaction which they get from their work are very low, with 7 of the 20 JSI scoring in the 1 - 1.5 band, and the remaining thirteen (13) JSI's being ranked on the lower half of the scale. This is not necessarily a condemnation of the hotel properties surveyed, as the indicators of what was important to this group of workers gave the impression of an air of isolationism. For example, five (5) of the seven (7) factors which the staff rated as areas where they achieved little satisfaction, were also rated by Administrative workers as being of lower importance. Even on the aspect of *Learning Opportunities*, Administrative and Ancillary results were markedly lower than the national average, with these staff perceiving that they were getting less of a chance than the norm, whilst both Front and Back of House scored as getting more of a chance.

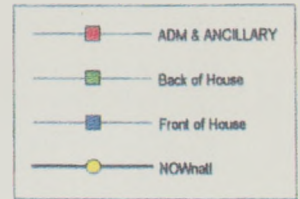
Graph 6.6.2 shows that for Guilin, none of the three groups of staff interviewed are truly representative as compared to national trends, the closest to the norm being Front of House staff. Back of House staff rank 16 of the 20 JSI's lower than national average, and in 11 cases very substantially below this norm.

Aspects of Job Satisfaction And the Amount Hotel Workers In China Think They Achieved

Scale (4-Max 1-Min)

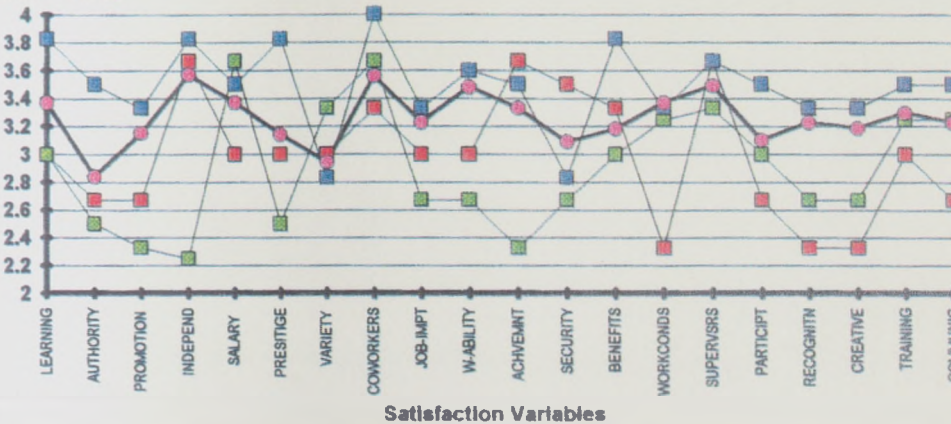


GRAPH 1

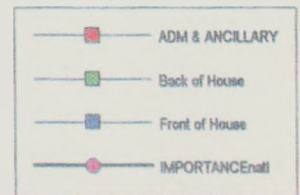


Aspect of Job Satisfaction And Its Importance to Hotel Workers In China

Scale (4-Max 1-Min)

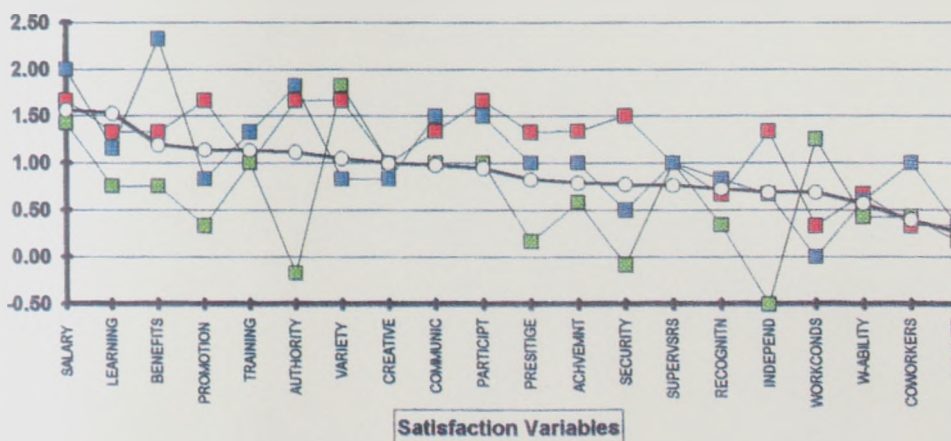


GRAPH 2

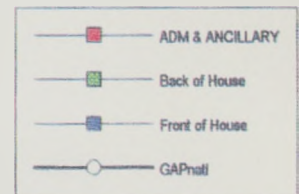


The Gap Between the Achieved Level of Job Satisfaction And Its Importance to Hotel Workers In China

Gap Size



GRAPH 3



The importance of the rankings they have given to; *Authority, Promotion, Independence, Prestige, Job Importance, Ability To Work In A Suitable Job, The Feeling Of Achievement, Job Security, Job Recognition and Creativity*, all indicate that for this group of workers, the job is simply a job. Additionally, their perception of the level of worth of their job appears to be minimal.

For this group of workers it is strongly recommended that further studies are conducted in order to try and establish why they are so disenchanted with their work. To a lesser extent, the Administrative and Ancillary staff also reflect that they see their roles as being apart from the mainstream of the hotel's operation. They score the JSI factors of; *Decision Making (Authority), Promotion, Participation In The Departments Operation, Departmental Communication, Job Recognition, Creativity and Work Conditions*; as all of lower importance than the norm. However, they have ranked the JSI of *Independence* highly. This would indicate that the staff want to work very much at their own pace and in their own style and have little regard for the rest of the hotel's operation. Front of house staff see the JSI's of; *Opportunity To Learn, Independence, Prestige, Co-Workers and Benefits* as all being very important, with all of the other JSI factors ranked closely behind. In all JSI's, except *Job Variety and Security*, Front of House staff from Guilin, score above the national average.

Graph 6.6.3, shows the gap difference between what the staff want in job satisfaction as compared to what they see themselves as getting. Once again there is a marked difference for Administration and Ancillary staff, who have recorded thirteen (13) instances where the gap variance is greater than the norm for the whole of China. But again many of these gaps are in areas which this group of workers had said were not the most important satisfiers for their work. Back of House staff have seventeen (17) JSI factors which are equal to or below the national average. Of these, seven (7) are in the 0.5 - 0 gap range, which indicates that their expectations and achievements are almost in harmony. In three (3) further cases, the satisfaction achieved is better than the expectation, namely the JSI's of *Authority, Job Security And Independence*. Front of House staff also indicate that they also have achieved job harmony in the factor of *Work Conditions*, and have only small gap variances in the indicators of; *Job Importance, The Ability Of Work In A Job Suited To Their Personality* and *Job Security*. The principal aspects where there is a large gap variance for this group of workers is in the JSI's of; *Job Benefits, Authority, Departmental Communication And Participation* and their *Co-Workers*.

Interpretations

As discussed earlier the Administrative and Ancillary staff need to be questioned regarding their apparent isolationist attitude towards work in the hotel. It must be considered that the sample of staff interviewed in this region from this category

of work was small (n=3), and they may, coincidentally, have all been unhappy with their jobs. A repeat of the whole exercise for this sector of employees, or a survey of a larger sample with greater and more equal representation of all work groups, should be undertaken, before any consideration or amendments to work practices or conditions be put into action. Back of House staff also have a negative perception of their role within the hotel, and accordingly could tend to see their work as being temporary in nature. The fact that they have low scores in the gap variance, does not imply in this instance that they are content with their lot. This group of staff may well have ranked their expectations as low because they do not particularly care about their job or the hotel in which they work. If this is the case, it is easy for any hotel property to match these expectations, but in this instance the staff do not think of themselves as working in a harmonious environment. Management should, therefore, talk with the staff to ascertain more in depth information as to what they really think about their jobs, and the hotel industry as a career. Obviously any such conversation would need to be entirely of a none threatening nature. Front of House staff are for the most part, content with their work environment, the actual work and the status which it carries. However, they have indicated quite strongly that they want more involvement with the actual running of their departments and operations. Because of the large number of foreign clientele who stay in hotels in this region, the confidence and ability of the Front of House staff is noticeably higher than in many of the other larger Cities in China. Management does have a corps of fairly happy workers in

the front of House area and more empowerment could help create an even stronger and more reliable workforce.

Survey B - Staff Perceptions

It was anticipated that the findings from this part of the survey would be of use as a training needs analysis in the development of training and educational philosophies which could assist in analyzing and improving the current attitude towards training; remedy deficiencies in an individuals' training; would be best received by the hotel staff, would improve morale and motivation; and which could expose latent talent amongst existing staff, thus providing the hotels with a short list of local staff suitable for internal promotion. (Lewis, 1991; Sparrow et al 1992).

The questionnaires used for this aspect of the survey were based on Kelly's Personal Construct theory, using a variation of the reparatory grid technique, and were structured to discover how hotel staff perceived and felt about: (a) the different nationalities of hotel guest they encountered; and; (b) the different types and methods of training / education potentially available to them. The questionnaires utilized a five column grid, recording different categories of (a) hotel guest, and (b) education and training mechanisms on the vertical axis; and having a list of classifiers relative to these categories on the horizontal axis . The classifiers formed a positive / negative statement, for example, *necessary to learn*

practical subjects - not necessary : easy to talk to - hard to talk to Respondents were asked to rank the classifiers, purely on their experience, perceptions and feelings, on a numerical scale of 1 - 6 (1 highest score / 6 lowest score). The sample properties (n=12) each provided between a minimum of six and maximum of twenty staff, and a total number of 166 responses (n=166) were obtained. From these responses a set of national averages were calculated.

The survey instruments for this part of the survey (*See Appendices A2 - A3*) were initially designed and constructed with the assistance of a senior colleague from the Department of Social Sciences, University of Hong Kong, with specific experience in reparatory grid techniques. At the onset it was agreed that the use of a specially designed computer programme, currently available only at Hong Kong University, would be made available to analyze the findings. After completion of the survey this facility was withdrawn for reasons that were not fully disclosed. Other attempts were made to quantify the data, using "SPSS" computer software in combination with a spreadsheet package (*see Appendix A9*), and whilst this did not prove wholly successful it did however produced a set of simple national averages. (*See Tables 6.2 and 6.3*) Despite the problems with the final analysis, the grids produces a relative amount of useful information which is shown under the following headings: (1) *staff perceptions of education and training*, and (2) *staff perceptions of foreign visitors*.

Table 6.2 - Attitudes And Perceptions On Education And Training - National Averages

	Vocational School	Secondary Professional School	Institute Of Higher Education	On-Job Training	In-House Training
Necessary To Learn Practical Subjects - Not Necessary	4.35	4.30	4.37	5.23	5.16
Necessary To Learn Management Subjects - Not Necessary	3.23	3.87	4.85	4.82	4.81
Study Time Too Long - Too Short	3.48	3.40	3.62	2.99	2.87
Easy Way To Learn - Hard Way To Learn	4.57	4.10	3.57	4.86	4.68
Practical Subjects Important - Practical Subjects Not Important	4.65	4.29	4.02	5.26	5.07
A Good way To Learn - A Poor Way To Learn	3.85	3.94	4.49	4.78	4.68
Worthwhile Qualification - Worthless Qualification	3.45	3.85	5.20	4.12	3.91
Good Teaching - Poor Teaching	3.62	3.89	4.52	4.65	4.47
Qualification Helps Get Job - No Help	3.70	4.21	5.30	4.21	4.00
Family Respect Qualification - Do Not Care	2.98	3.53	5.27	3.55	3.34
Cheap Way To Learn - Expensive Way To Learn	3.64	3.75	3.96	3.85	3.78
Mean	3.77	3.92	4.47	4.39	4.25

Table 6.3 - Attitudes And Perceptions On Foreign Visitors- National Averages

	Japanese	Western	S.E. Asian	Local Chinese	Other Chinese
Like - Dislike	3.26	4.43	3.56	4.22	4.51
Easy To Talk To - Hard To Talk To	2.65	4.15	3.77	4.99	4.99
Tip Well - Tip Badly	2.16	2.94	2.96	2.19	3.52
Friendly - Unfriendly	4.33	4.76	4.05	4.17	4.71
Courteous - Discourteous	4.96	4.99	3.96	3.82	4.55
Respectful - Disrespectful	4.36	4.68	3.89	3.58	4.27
Patient - Impatient	4.37	3.86	3.68	3.70	4.06
Takes Advice - Rejects Advice	3.89	4.09	3.92	3.93	4.28
Relaxed - Serious	3.63	4.63	3.87	3.96	4.39
Casual (Want Less) - Demanding (Want More)	4.06	3.84	3.58	3.67	4.01
Complaining - Uncomplaining	3.74	3.72	3.53	3.59	3.57
Ordinary Manner - Superior Manner	4.01	4.01	3.75	3.92	3.98
Tidy - Untidy	5.13	4.86	3.92	3.93	4.62
Questioning - Unquestioning	3.71	4.43	3.87	3.73	4.04
Expects High Standards - Does Not	4.48	4.76	4.29	4.24	4.45
Polite - Impolite	4.08	4.46	3.81	4.10	4.27
Shows Good Conduct - Shows Bad Conduct	4.15	4.13	3.66	3.55	4.04
Comfortable To Deal With - Uncomfortable	3.72	4.52	3.73	3.99	4.46
Mean	3.93	4.29	3.77	3.85	4.26

Staff Perceptions Of Education And Training

Fig 6.a shows that PRC hotel staff see on-job training as the most appropriate way for them to learn practical subjects, closely followed by in-house training, and that these training mechanisms rank higher than formal hotel training in government schools.

<i>Fig 6.a</i>	Vocational School	Secondary Professional School	Institute Of Higher Education	On-Job Training	In-House Training
Necessary To Learn Practical Subjects - Not Necessary	4.35	4.30	4.37	5.23	5.16

By comparison *Fig 6.b* shows the perception's of staff to be that institutes of higher education are the most appropriate mechanism for management education and training, but that in-house training programmes are also highly valued for this type of training.

<i>Fig 6.b</i>	Vocational School	Secondary Professional School	Institute Of Higher Education	On-Job Training	In-House Training
Necessary To Learn Management Subjects - Not Necessary	3.23	3.87	4.85	4.82	4.81

In terms of length of programmes, the findings *Fig 6.c* show that staff perceive that formal education takes too long for their immediate needs, and that in-house and on-job training are respectively faster methods by which to progress. *Figs 6b/c* also indicate that staff are aware of the distinction between in house training (short course / classroom based) and on-job training, which is job related and on going.

<i>Fig 6.c</i>	Vocational School	Secondary Professional School	Institute Of Higher Education	On-Job Training	In-House Training
Study Time Too Long - Too Short	3.48	3.40	3.62	2.99	2.87

On-job training and in-house training programmes as shown in *Fig 6.d*, are seen by the staff as the easiest way to learn, however it should be noted that vocational schools are also closely ranked in this category.

<i>Fig 6.d</i>	Vocational School	Secondary Professional School	Institute Of Higher Education	On-Job Training	In-House Training
Easy Way To Learn - Hard Way To Learn	4.57	4.10	3.57	4.86	4.68

As perhaps is to be expected, *Fig 6.e* shows that on-job training and in-house training, are seen as areas where practical methods of training are most important, whilst institutes of higher education are seen as an area where these are least important. However, it is of interest to note that vocational schools are ranked higher than secondary professional schools in terms of practical training, as these institutions claim to provide industry specific education.

<i>Fig 6.e</i>	Vocational School	Secondary Professional School	Institute Of Higher Education	On-Job Training	In-House Training
Practical Subjects Important - Practical Subjects Not Important	4.65	4.29	4.02	5.26	5.07

Similarly *Fig 6.f* shows that on-job training is seen as the best way to learn and that the vocational schools, which are similar to the UK's colleges of further education and Hong Kong's Vocational Training Centers, are seen as the poorest ways of learning.

<i>Fig 6.f</i>	Vocational School	Secondary Professional School	Institute Of Higher Education	On-Job Training	In-House Training
A Good Way To Learn - A Poor Way To Learn	3.85	3.94	4.49	4.78	4.68

In terms of staff's perceptions of the value of educational and training qualifications, *Fig 6.g* shows that institutes of higher education are, as may be expected, considered most worthwhile. Surprisingly on-job training is ranked second in this category, and this would indicate that any training certificates issued by the IJV companies are taken into account as having some value when staff are moving jobs or applying for promotions.

<i>Fig 6.g</i>	Vocational School	Secondary Professional School	Institute Of Higher Education	On-Job Training	In-House Training
Worthwhile Qualification - Worthless Qualification	3.45	3.85	5.20	4.12	3.91

Fig 6.h shows that the PRC staff have a high perception of the quality of instruction given during on-job training seeing it to be of a good standard, and that they also believed that it is of a better quality than the teaching given in institutes of higher learning. It is also interesting to note that teaching quality of in-house training programmes is ranked lower than either of the previous two categories. This may however be indicative of the fact that many of the in-house training programmes are conducted in English, and it is more difficult for this level of staff to participate.

<i>Fig 6.h</i>	Vocational School	Secondary Professional School	Institute Of Higher Education	On-Job Training	In-House Training
Good Teaching - Poor Teaching	3.62	3.89	4.52	4.65	4.47

By comparison, *Fig 6.i* shows that qualifications gained from institutes of higher learning are considered to be more significant than others in gaining work. The

qualifications gained from Secondary Professional Schools and on-job training are also deemed to be of some worth, which correlates with the evidence shown in *Fig 6.g*. Again it is surprising to note that vocational school qualifications are seen of least worth.

<i>Fig 6.i</i>	Vocational School	Secondary Professional School	Institute Of Higher Education	On-Job Training	In-House Training
Qualification Helps Get Job - No Help	3.70	4.21	5.30	4.21	4.00

The findings represented in *Fig 6.j* would also seem to confirm the indication that the government's vocational schools are the least well regarded method of education by hotel staff in the PRC. This clearly shows a significant gap of 2.29 places between these (lowest) and the institutes of higher education (highest) in terms of family respect for the qualification. On-job training qualifications rank as second most respected qualification, but are closely matched by the other categories.

<i>Fig 6.j</i>	Vocational School	Secondary Professional School	Institute Of Higher Education	On-Job Training	In-House Training
Family Respect Qualification - Do Not Care	2.98	3.53	5.27	3.55	3.34

Fig 6.k shows that the respondents consider all areas of education and training to be comparatively inexpensive, but that state university education is marginally more expensive than other categories. It is surprising to note that staff place a cost value on in-house and on-job training, but it is conceivable that this could relate to several possible factors. In some of the hotels surveyed staff attending

short courses did so on a voluntary no pay basis, or had a charge levied against salary if they failed to pass the course.

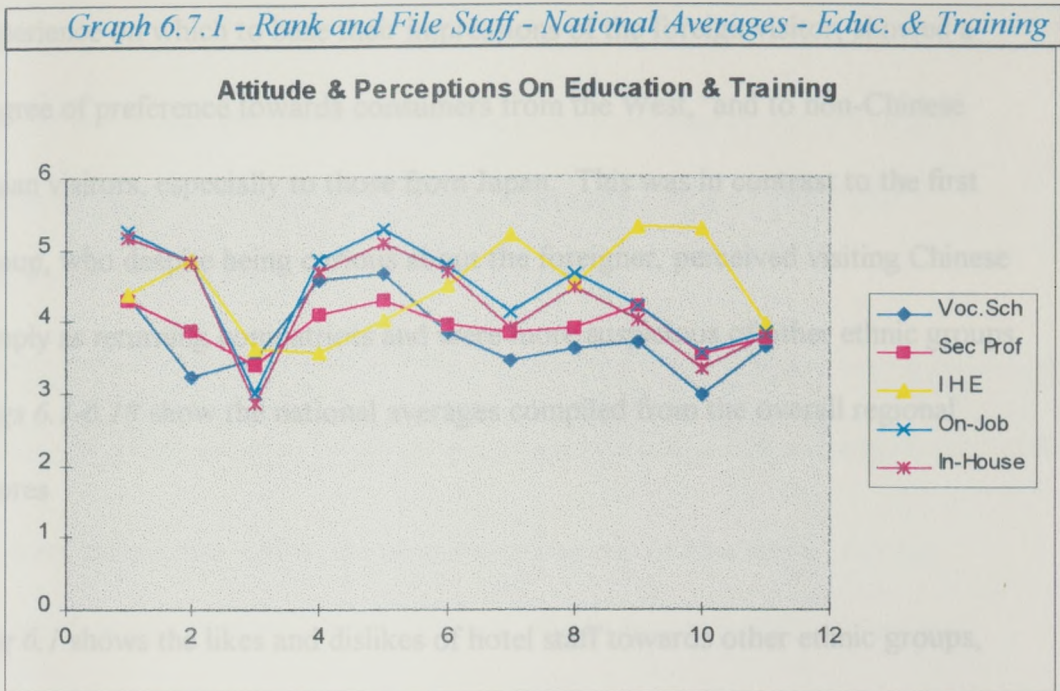
Similarly, guest contact staff may have consider that by being out of their work environment they could loose potential revenue from tips. Alternatively, staff may have considered the cost of employing specialist instructors or trainers when considering this question.

<i>Fig 6.k</i>	Vocational School	Secondary Professional School	Institute Of Higher Education	On-Job Training	In-House Training
Cheap Way To Learn - Expensive Way To Learn	3.64	3.75	3.96	3.85	3.78

Overall means *Fig 6.l*, and *Graph 6.7.1* shows that hotel staff perceive Institutes of Higher Education as the best education and training medium, followed fairly closely by on-job training programmes and then by in-house training. Secondary professional schools and the vocational training schools respectively rank lowest in their esteem.

<i>Fig 6.l</i>	Vocational School	Secondary Professional School	Institute Of Higher Education	On-Job Training	In-House Training
Medians	3.77	3.92	4.47	4.39	4.25

Graph 6.7.1



Staff Perceptions Of Foreign Visitors

Amongst all of the staff surveyed (n=166), it was found that attitudes to hotel visitors, classified according to their ethnic origin, in the main varied according to the degree of exposure to such visitors, and the national characteristics of the visitors. This variance differed slightly from region to region and according to the age and job location of the staff. The older generation of staff, and those employed in "Back of House" positions (that is those staff without direct customer contact), as well as staff from the more provincial regions displayed a more markedly stereo typical and ethnocentric impression of what these

customers were like and what they expected from the hotel. Front of house employees and those of the younger generation with a greater degree of experience on which to base their impressions of the foreign visitor, showed a degree of preference towards consumers from the West, and to non-Chinese Asian visitors, especially to those from Japan. This was in contrast to the first group, who despite being curious about the foreigner, perceived visiting Chinese simply as returning compatriots and were more suspicious of other ethnic groups. *Figs 6.1-6.18* show the national averages compiled from the overall regional scores.

Fig 6.1 shows the likes and dislikes of hotel staff towards other ethnic groups, and nationally it would appear that China's hotel staff prefer to deal with their own people. Other Chinese groups - Hong Kong, Taiwanese, Singaporean - rank highest in these categories, and this fact well may have a degree of correlation to the evidence presented in *Figs 6.2 and 6.3*.

<i>Fig 6.1</i>	Japanese	Western	S.E. Asian	Local Chinese	Other Chinese
Like - Dislike	3.26	4.43	3.56	4.22	4.51

Fig 6.2 shows that staff see ethnic Chinese as the easiest groups to talk to, with westerners ranking second and Japanese as the least easy group to communicate with. As most front line hotel staff are reasonably proficient in English, but as yet less proficient in Japanese this would appear to be a natural correlation.

<i>Fig 6.2</i>	Japanese	Western	S.E. Asian	Local Chinese	Other Chinese
Easy To Talk To - Hard To Talk To	2.65	4.15	3.77	4.99	4.99

Fig 6.3 shows also that the other Chinese groups are seen as the best tippers, whilst the Japanese are seen to tip badly, which again may account for a preference towards the former group of customers.

<i>Fig 6.3</i>	Japanese	Western	S.E. Asian	Local Chinese	Other Chinese
Tip Well - Tip Badly	2.16	2.94	2.96	2.19	3.52

Western visitors are seen as the most friendly group of customers, *Fig 6.4*, followed closely by other Chinese visitors. Whilst language skills and ethnic preferences may have been seen to have some influence in the previous cases, it is interesting to note that here the South East Asians and local Chinese are seen as the least friendly groups of all visitor, ranking significantly lower than the Japanese.

<i>Fig 6.4</i>	Japanese	Western	S.E. Asian	Local Chinese	Other Chinese
Friendly - Unfriendly	4.33	4.76	4.05	4.17	4.71

In terms of the staff's perceptions of courtesy, *Fig 6.5* shows that western and Japanese visitors are respectively ranked highest, with South East Asian and local visitors being least well regarded. Similarly in *Fig 6.6* westerners and Japanese are seen as the most respectful categories of foreign visitor, closely followed by other Chinese. Again local Chinese and South East Asian visitors are seen as

ranking significantly lower. *Fig 6.7* illustrates that the Japanese are seen as the most patient category of foreign visitor in their dealings with local staff, followed by other Chinese. Western visitors, local Chinese and South East Asian visitors score lower in this category.

<i>Fig 6.5</i>	Japanese	Western	S.E. Asian	Local Chinese	Other Chinese
Courteous - Discourteous	4.96	4.99	3.96	3.82	4.55

<i>Fig 6.6</i>	Japanese	Western	S.E. Asian	Local Chinese	Other Chinese
Respectful - Disrespectful	4.36	4.68	3.89	3.58	4.27

<i>Fig 6.7</i>	Japanese	Western	S.E. Asian	Local Chinese	Other Chinese
Patient - Impatient	4.37	3.86	3.68	3.70	4.06

Fig 6.8 shows whilst the Japanese are patient in their dealings with staff, they are the group least likely to accept advice and recommendations. Other Chinese are seen as the most likely group to take advice and recommendations from hotel staff, with Westerners visitors falling the middle of this category. *Fig 6.9* show that staff see western visitors as the most relaxed group of foreign visitors, whilst the Japanese are considered as the most serious minded set of foreigners, but that, *Fig 6.10*, the Japanese are more casual in their demands, wanting less from hotel staff than other groups.

<i>Fig 6.8</i>	Japanese	Western	S.E. Asian	Local Chinese	Other Chinese
Takes Advice - Rejects Advice	3.89	4.09	3.92	3.93	4.28

<i>Fig 6.9</i>	Japanese	Western	S.E. Asian	Local Chinese	Other Chinese
Relaxed - Serious	3.63	4.63	3.87	3.96	4.39

<i>Fig 6.10</i>	Japanese	Western	S.E. Asian	Local Chinese	Other Chinese
Casual (Want Less) - Demanding (Want More)	4.06	3.84	3.58	3.67	4.01

Despite this seemingly casual approach the Japanese are believed, as shown in *Fig 6.11*, to complain more than other groups, although the variance between all groups of visitors is relatively small in this case.

<i>Fig 6.11</i>	Japanese	Western	S.E. Asian	Local Chinese	Other Chinese
Complaining - Uncomplaining	3.74	3.72	3.53	3.59	3.57

With regard to visitors attitude towards hotel staff, the Japanese and the western visitor are shown in *Fig 6.12* to have the most ordinary manner, whilst South East Asian visitors are considered as having a superior manner or attitude. Again the percentage variance is relatively low between groups.

<i>Fig 6.12</i>	Japanese	Western	S.E. Asian	Local Chinese	Other Chinese
Ordinary Manner - Superior Manner	4.01	4.01	3.75	3.92	3.98

Fig 6.13 shows that the Japanese are significantly considered as the most tidy group of guests, this factor relating to general behaviour in guest rooms, dining rooms and public areas, whilst South East Asians and local Chinese are considered as untidy customers. Here the variance gap is fairly wide, thus it would appear that South East Asians and local Chinese cause staff considerably more problems in this respect.

<i>Fig 6.13</i>	Japanese	Western	S.E. Asian	Local Chinese	Other Chinese
Tidy - Untidy	5.13	4.86	3.92	3.93	4.62

Western visitors, followed by other Chinese are seen in *Fig 6.14* as the groups most likely to question staff about the services and facilities available, whilst Japanese and local Chinese are seen as relatively unquestioning. This may reflect the fact that these groups have a higher tendency to want and use ancillary facilities than other groups of visitor.

<i>Fig 6.14</i>	Japanese	Western	S.E. Asian	Local Chinese	Other Chinese
Questioning - Unquestioning	3.71	4.43	3.87	3.73	4.04

Fig 6.15 shows that whilst all groups of visitor expect high standards of the hotel and its staff, western visitors are believed to have the highest expectations and local Chinese the lowest.

<i>Fig 6.15</i>	Japanese	Western	S.E. Asian	Local Chinese	Other Chinese
Expects High Standards - Does Not	4.48	4.76	4.29	4.24	4.45

Figs 6.16 - 6.18 show that of all groups, hotel staff consider their western visitors to be the most polite, to display the best conduct and are the most comfortable to deal with. By comparison local Chinese and South East Asian are seen to be the least polite, to display the worst conduct and are the least comfortable to deal with.

<i>Fig 6.16</i>	Japanese	Western	S.E. Asian	Local Chinese	Other Chinese
Polite - Impolite	4.08	4.46	3.81	4.10	4.27

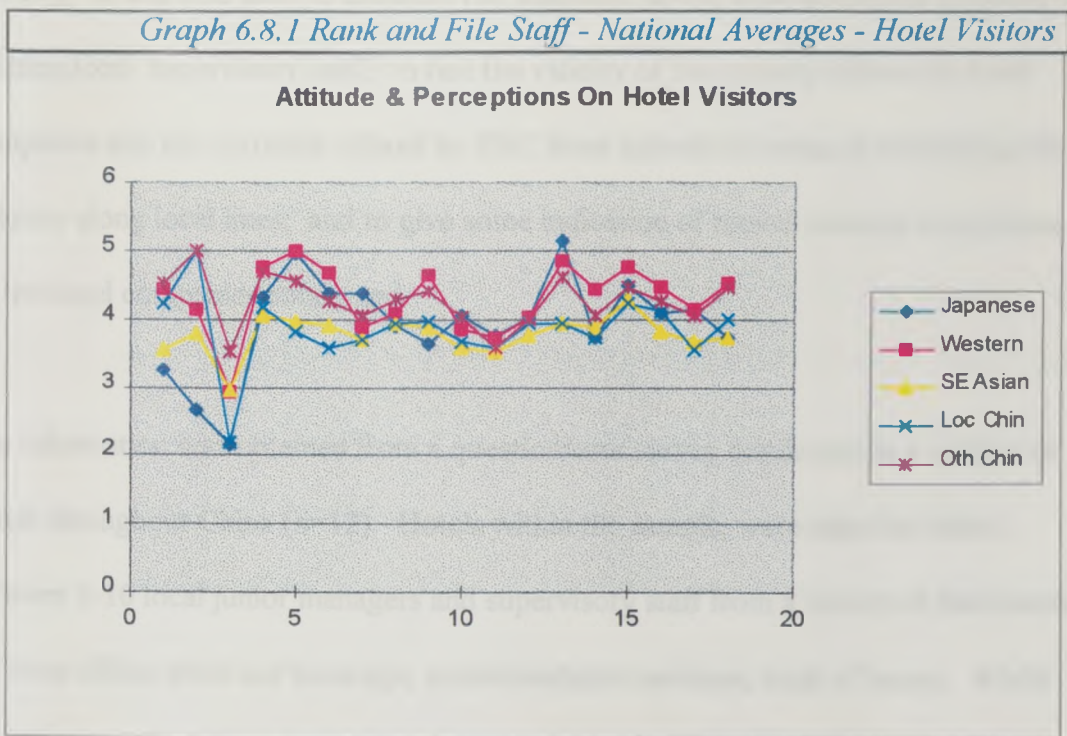
<i>Fig 6.17</i>	Japanese	Western	S.E. Asian	Local Chinese	Other Chinese
Good Conduct - Bad Conduct	4.15	4.13	3.66	3.55	4.04

<i>Fig 6.18</i>	Japanese	Western	S.E. Asian	Local Chinese	Other Chinese
Comfortable To Deal With - Uncomfortable	3.72	4.52	3.73	3.99	4.46

Overall means *Fig 6.19*, and *Graph 6.8.1* show that of all groups the western visitors are most highly regarded by hotel staff, closely followed by other Chinese visitors.

<i>Fig 6.19</i>	Japanese	Western	S.E. Asian	Local Chinese	Other Chinese
Medians	3.93	4.29	3.77	3.85	4.26

Graph 6.8.1



Chapter 7. - Local Manager Survey Findings

“The Next Generation”

Introduction

It was considered necessary to identify what local supervisors and managers working in hotels throughout the PRC thought about the industry and its future, about their long-term career prospects and goals, their attitudes towards expatriate managers and local colleagues, and to the levels and value of the training they received. The intention of this survey was to provide a source of data by which the use of local and expatriate managers could be measured and compared against the real needs of a developing industry. It was also used to measure the academic levels, aspirations and attitudes of existing local supervisory staff; to test the validity of the training offered by hotel companies and the curricula offered by PRC hotel schools in terms of developing the industry along local lines; and to give some indication of moves towards localization by the hotel companies concerned.

The information was obtained from a questionnaire survey conducted in a number of hotels throughout China (n=12). Hotels within the sample, were asked to select between 5-10 local junior managers and supervisory staff from a variety of disciplines, i.e. front office, food and beverage, accommodation services, back of house. Whilst selection was at random, hotels were asked to attempt approximate proportional representation from amongst their staff departments. All staff surveys were written in both English and Chinese, and staff had the option to complete the questionnaires in

either, or as sometimes occurred, both languages. A bi-lingual written introduction to the rationale behind the survey, and to the method of completion was also given. In order to ensure accuracy the initial survey was written in English and translated into Chinese. Then a second blind translation back into English was carried out, and any misinterpretation or inaccuracies were corrected.

The survey was distributed to and returned by total sample of (n= 102) local Chinese junior managers and supervisory staff randomly selected from a variety of job disciplines within the hotels sampled. These staff were asked to attend a bi-lingual verbal briefing session, and then to remain in a discrete environment to complete the questionnaire. In some properties informal “off the record” discussions with the supervisors took place after they had completed the survey. This occurred in some properties (n=8), but because of time scales and work pressures the General Managers of the other four properties requested that the selected staff were issued the survey during their morning briefing, and it was then returned within 24 hours. It is possible that in some of these cases superiors may have wanted to scan the information for personal or political reasons prior to returning the completed questionnaires. This perception was supported on two occasions by the fact that two groups of local supervisors requested off property “informal discussions” after the survey had been completed to illustrate their views of expatriate managers and their company.

The survey was divided into three parts and used both closed and open ended questioning techniques. Part 1, asked the respondents to provide biographical data, and

data concerning previous education and training. Part 2 , asked the respondents to provide data on their views of both local and expatriate managers working in the industry. Part 3, asked respondents to provide data relating to their views on the industry as a career and their future career intentions and prospects.

Local Supervisory Staff Survey - Part 1.

Biographical And Educational Data.

Chart 7.1.1 confirms the supposition that China's hotel industry is generally comprised of a very young staff, and shows that a large majority (over 70%) of the supervisors interviewed were in the 20-30 age group, with a further 18% being in the 31-40 group.

Chart 7.1.2. illustrates the job areas of the respondents and shows that a majority of the supervisors interviewed came from Front of House Backgrounds with over half (54%) from Food and Beverage areas, and a further 24% from Front Office areas.

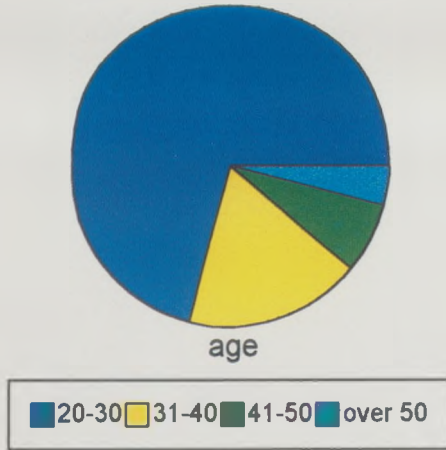
Back of House staff provided only 22% of the sample, represented by 16%

Administrative and Ancillary staff and 6% Housekeeping staff. *Charts 7.1.3 and 7.1.4* show that from all of the supervisory staff there was a high percentage of male employees (67%) and that approximately 33% of both sexes were married.

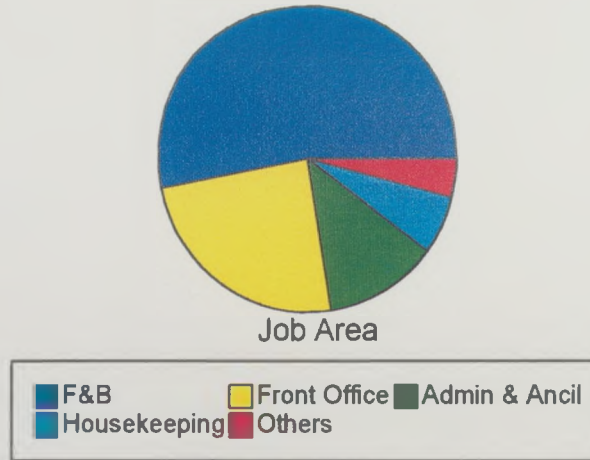
Chart 7.1.5 shows that 68% of the respondents had completed secondary education and the remaining 42% had undertaken some form of tertiary education.

BIOGRAPHICAL DATA OF RESPONDENTS - HOTEL SUPERVISORS

7.1.1. Age Grouping Of Respondents



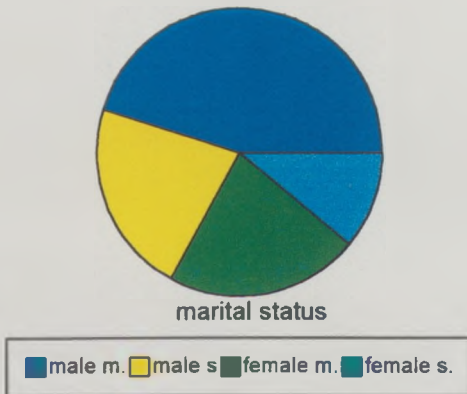
7.1.2 Job Area Of Respondents



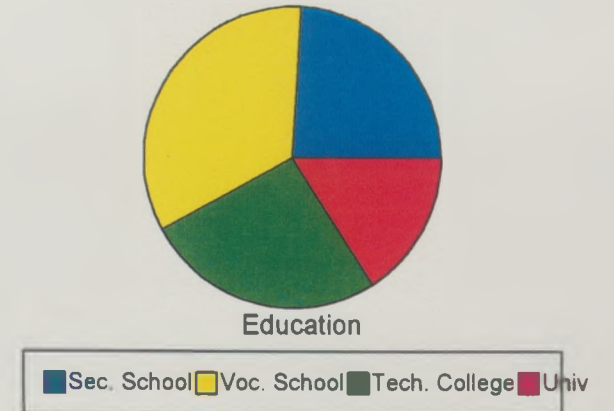
7.1.3 Respondents By Sex Grouping



7.1.4 Marital Staus



7.1.5 Eductional Background Of Respondants



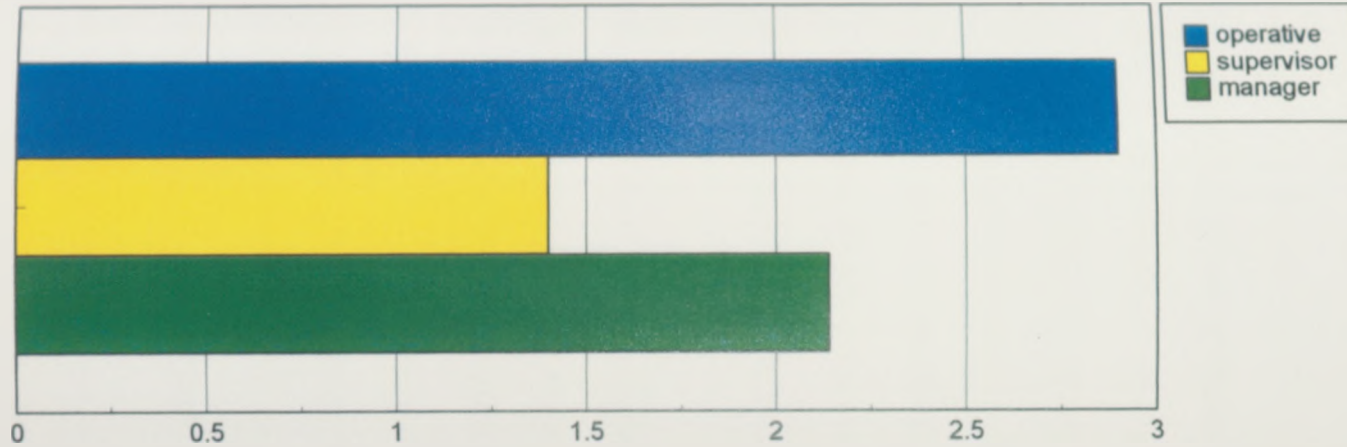
From the former group 24% of all respondents had been educated in non-vocational secondary schools education, whilst the remaining 34% had attended vocational secondary school specifically related to teaching some form of hospitality education. Of those who had undergone tertiary education 26% of the total sample had attended technical schools whilst 16% had attended a university. Only 4% of these university graduates had completed a specific hospitality related course, the remainder having degrees in a variety of disciplines, predominantly language training. However 35% of those respondents who had attended technical schools had attained a certificate in hospitality related subjects.

Chart 7.2. 1 shows that these supervisors had an average length of approximately 6.5 years hotels experience, the majority having worked as an operative for approximately 2.75 years, for 1.5 years as a junior supervisor, and for approximately 2.25 years in their present capacity. These averages are however slightly skewed by the small minority of older, and longer serving employees with employment records exceeding 12 years.

Management Training - Wants and Needs

Chart 7.2.2. indicates that whilst 54% of the respondents have not had any prior management training before coming into the hotel industry, some 46% of the respondents claim to have had some form of previous management training. This latter sector corresponded closely with the data illustrated previously in *Chart 7.1.5*

7.2.1 Average Length Of Experience



7.2.2 Respondents According To Prior Management Training

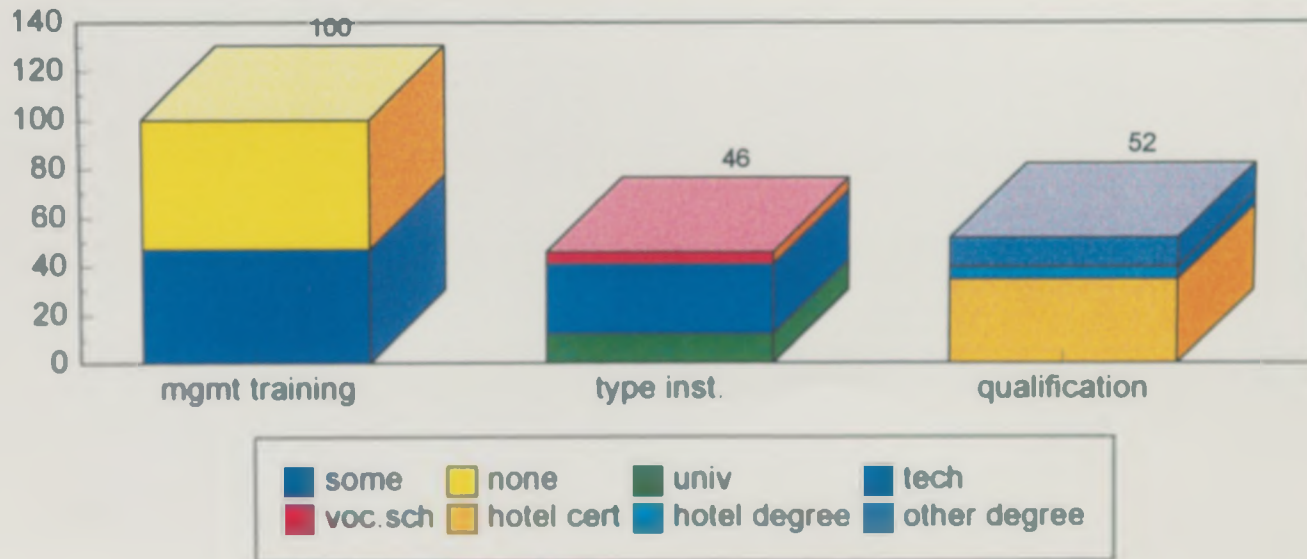
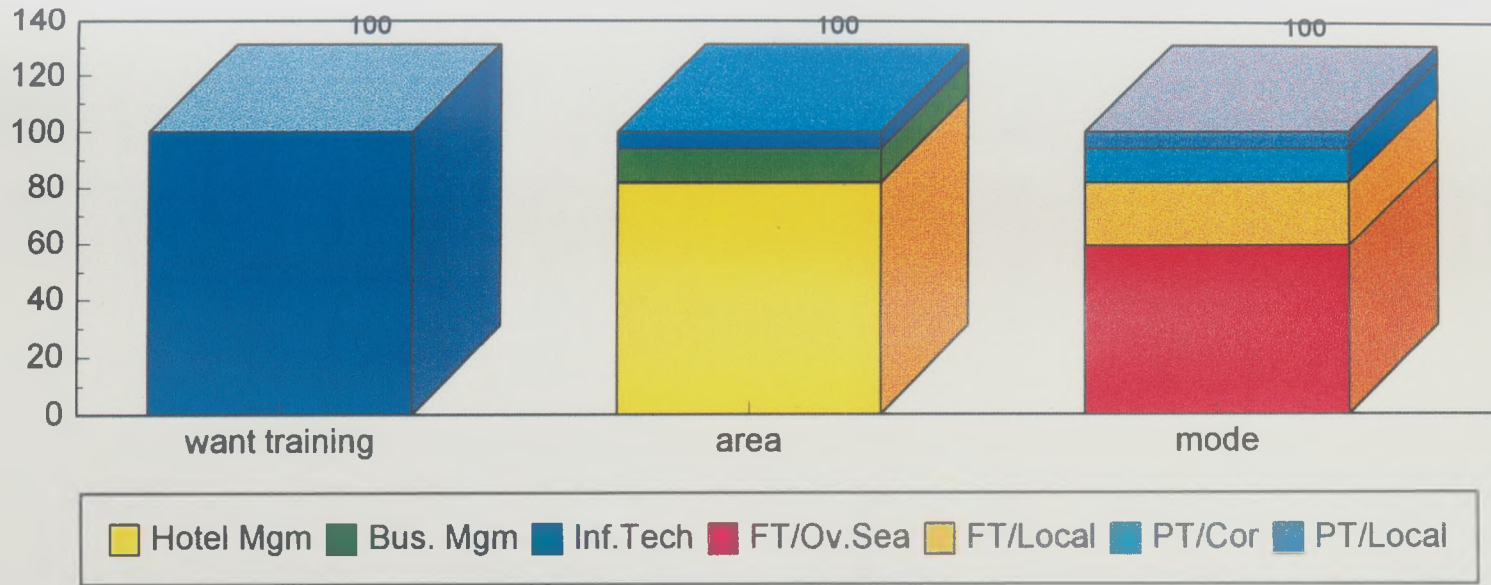


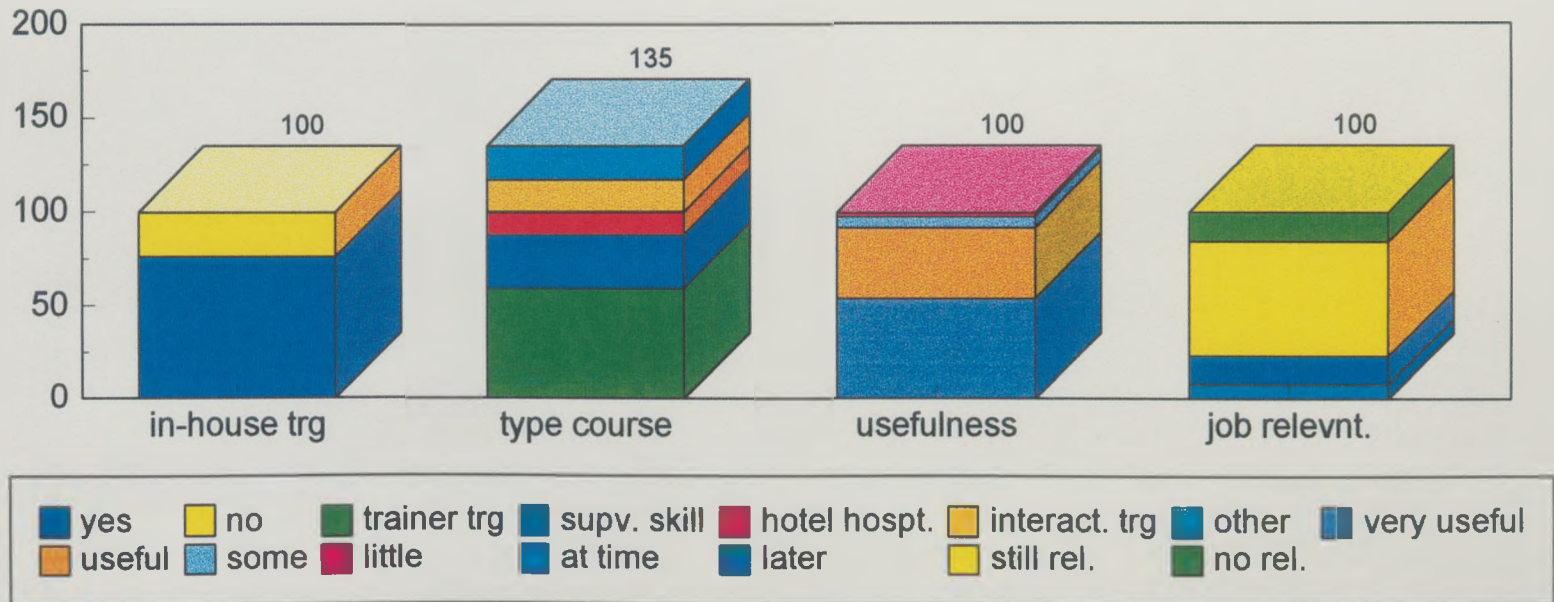
Chart 7.3.1 shows that all of the survey sample expressed a desire for further management education and training, with 82% specifically expressing a desire to undergo formal hotel management education and training, a further 12% signified a desire to study pure business management, whilst the remaining 6% specified that they would like some type of information technology education and training. The chart also shows that the preferred, but perhaps unrealistic, option (59%) for obtaining such education and training would be for the respondents to study in the full time mode on an overseas programme. A further 23% of the respondents opted for a more realistic option by stating that they would prefer a full time local programme. This data does however indicate that the respondents perceive overseas educational programmes to be preferable to local programmes, either from a quality factor or from the desire to gain overseas exposure and experience. Of the remainder 12% expressed a wish to take a part-time correspondence course with an overseas institution and 6% stated that they would prefer a part time local course.

Chart 7.3.2. show the amount of and perceptions on, the in-house training that the sample had participated in. Around 75% of the respondents had participated in some type of in-house training programmes, with several of these (35%) having attended different seminars or courses on more than one occasion. The most frequently attended courses were training the trainer programmes (55 %), followed by supervisory skill courses (20%) and interaction training programmes (10%). Other seminars and courses on specific management or supervisory issues accounted for 15% of the response.

7.3.1 Perceived Training Needs Of Respondents



7.3.2 Amount & Perceptions Of In-House Training



Over 50% of the sample rated the courses as very useful to their current job, whilst around 40% rated the programmes as useful. Similarly, 70% of the sample rated the contents as still relevant to their job needs.

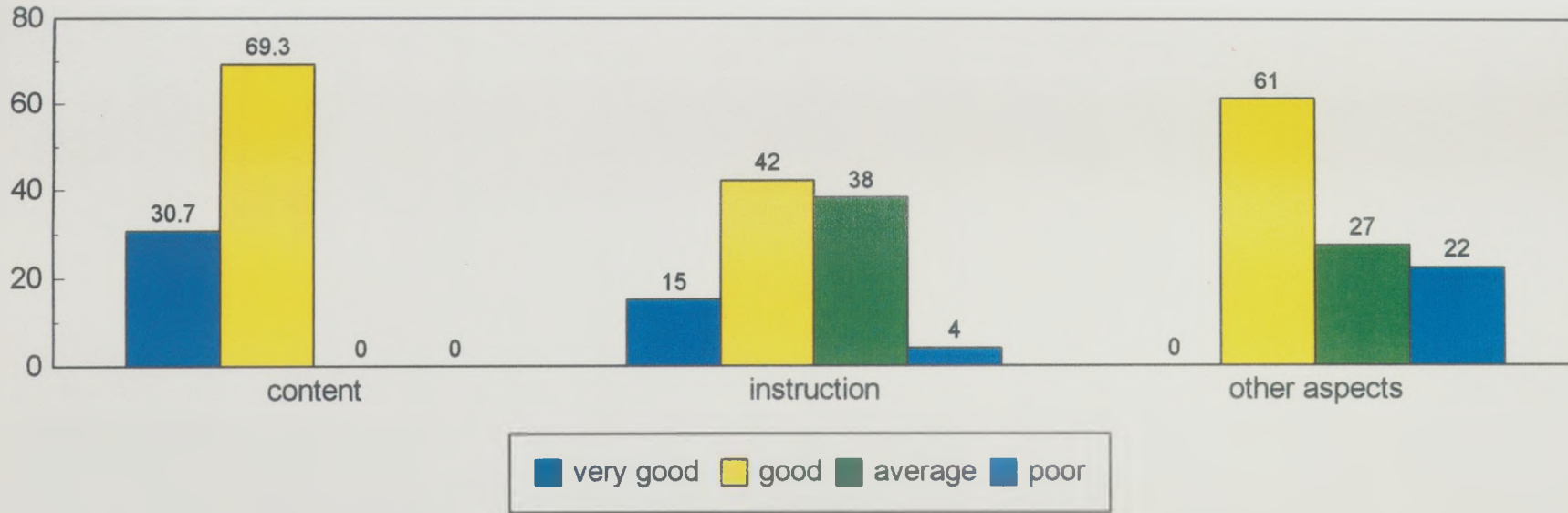
In-house Training

Chart 7.4.1. comments on the perceptions of quality that the respondents observed during in-house training programmes, in terms of content, instruction and other aspects. It must be considered that this survey made no attempt to provide any benchmark on quality issues and that the data is based on the participants own perceptions of quality as related to their individual job needs. The content of in-house training courses was rated by 30% of the sample as being very good, whilst the remaining 70% classified the content as good. With regard to the quality of instruction 56% rated this as either very good or good, 38% rated instruction as of average quality and only 4% rated this as poor. Other aspects of in-house training, such as location, facilities, duration and timing rated as 61% good, 27% average and 22% as poor, with some respondents marking more than one answer in this section.

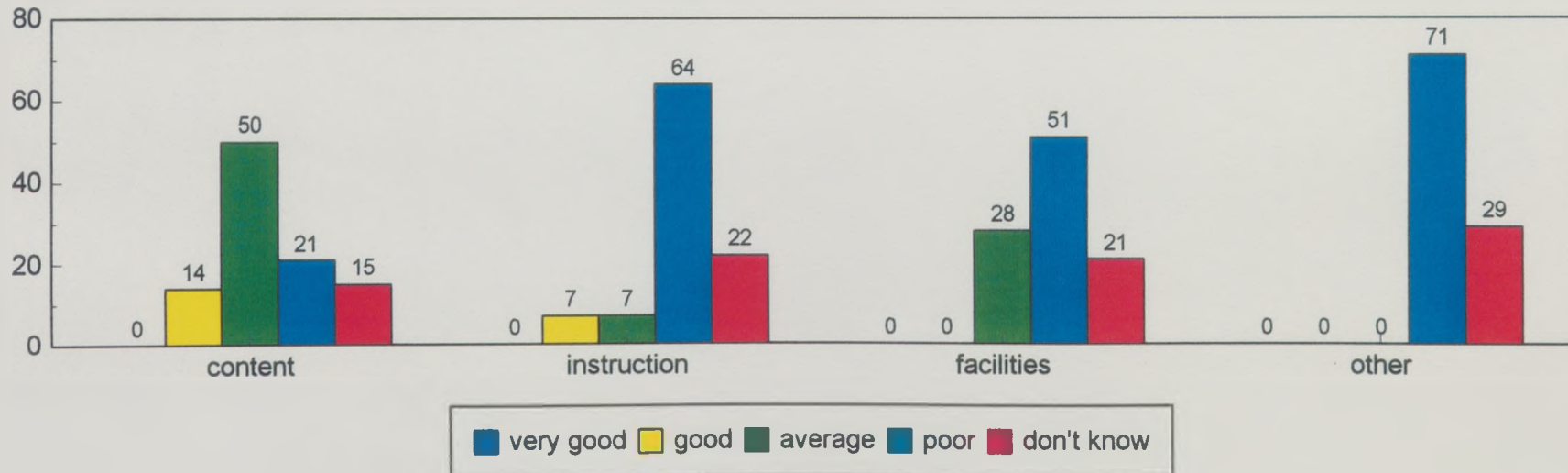
State Operated Training

Chart 7.4.2. by comparison illustrates the perceptions of the respondents on the quality of state run hotel education and training programmes, in four areas, i.e. content, instruction, facilities and other aspects. In this set of data a significant number of respondents (around 30%) presented either a nil response or stated that they had no experience of these issues, and it must also be remembered that only 46% of the total

7.4.1 Quality Perceptions Of In House Training



7.4.2 Quality Perceptions Of Local Hotel Schools



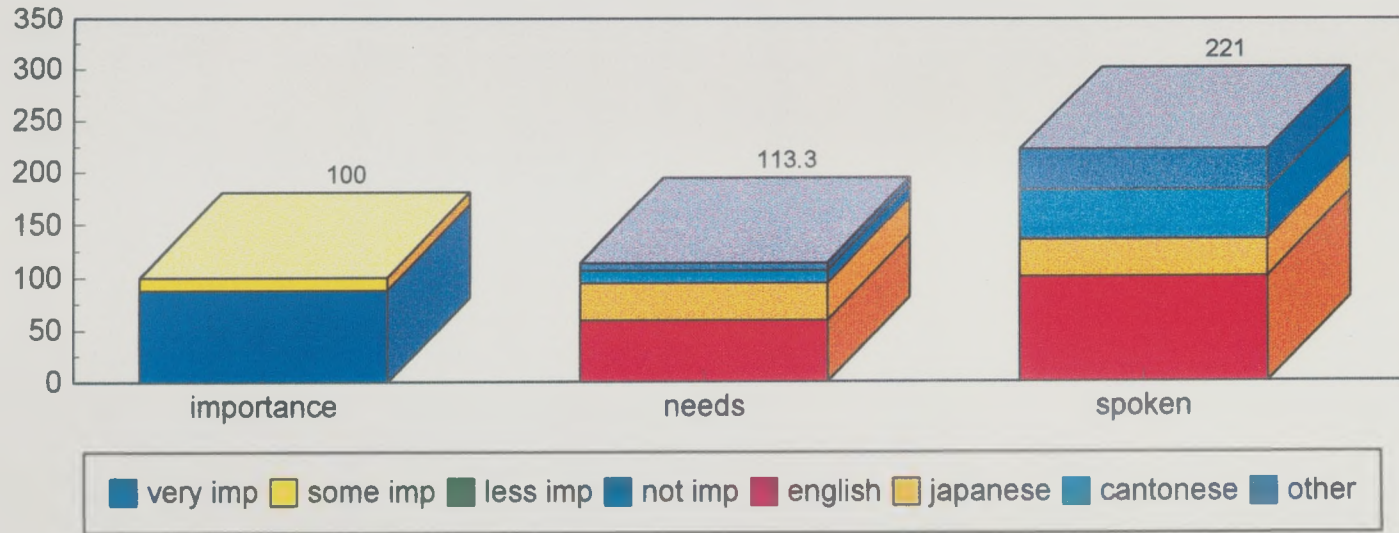
sample have had any direct experience of such programmes. Similarly, it must be considered that the inherent cultural aspects of national “pride and face” may have had a degree of influence in terms of the number of nil responses and “don’t know” answers.

The remainder of the sample (67%) ranked the content of state programmes as; 14% good; 50% average; 21% poor; with 15% giving a “don’t know” answer. In terms of the quality of instruction in state education only 14% rated this as either good or average, with 64% stating that they considered instruction to be poor. Many respondents added written comments to the effect that instructors in state hotel schools lacked industry experience or did not have any overall concept of the industry 22% of the sample gave “don’t know” answers. The facilities in state hotel schools were generally rated as poor (51%) to average (28%) with 21% giving a “don’t know” answer. Again written comments were added stating that facilities were out dated, old fashioned or simply lacking. Other aspects of local hotel schools were generally rated as poor (71%) or “don’t know” (29%), with written comments reiterating the poor instruction, lack of facilities and amenities, and the emphasis on “book learning” rather than practical instruction.

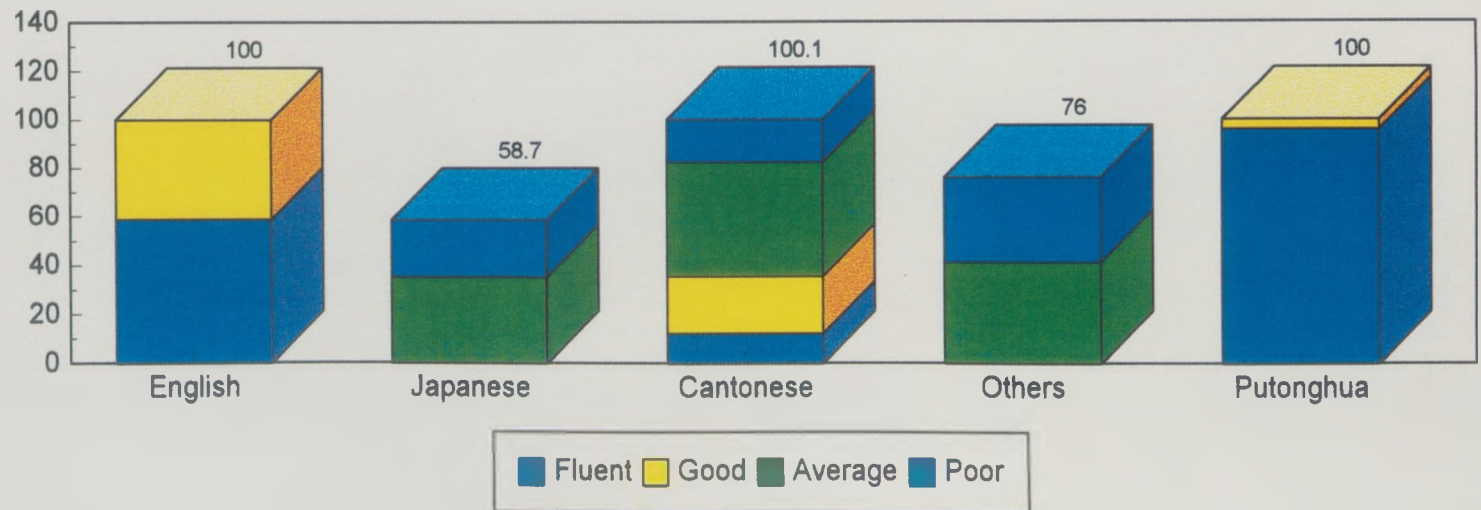
Language Training

Charts 7.5.1. and 7.5.2 present the respondents views and their current status on language training. All of the sample, *Chart 7.5.1.*, considered language training as either very important (over 90%) or as important to their job.

7.5.1 Relevance Of Language Training / Skills



7.5.2 Current Status Of Respondents Language Skills



Over 50% stated that English was the primary language requirement for their work needs, with Japanese (34%) being the considered as the second most useful language. Cantonese was also seen as useful (12%) but primarily in the southern regions of China, and 7% of the sample stated they had a need for other unspecified languages.

Chart 7.5.2 shows the current status of language skills, with a majority of supervisors being multi-lingual in varying degrees. Many of the respondents expressed a desire to improve or enhance their English skills, yet all of the respondents claimed to be proficient in English with 60% claiming fluency, and 40% claiming competency, 35% claimed fluency in Japanese, 47% were fluent in Cantonese, and 39% claimed fluency in other languages which included common European, South East Asian and other local languages. The majority 98% claimed Putonghua as their first language, the remainder were native Cantonese speakers.

Local Supervisory Staff Survey - Part 2.

Views on Local and Expatriate Managers

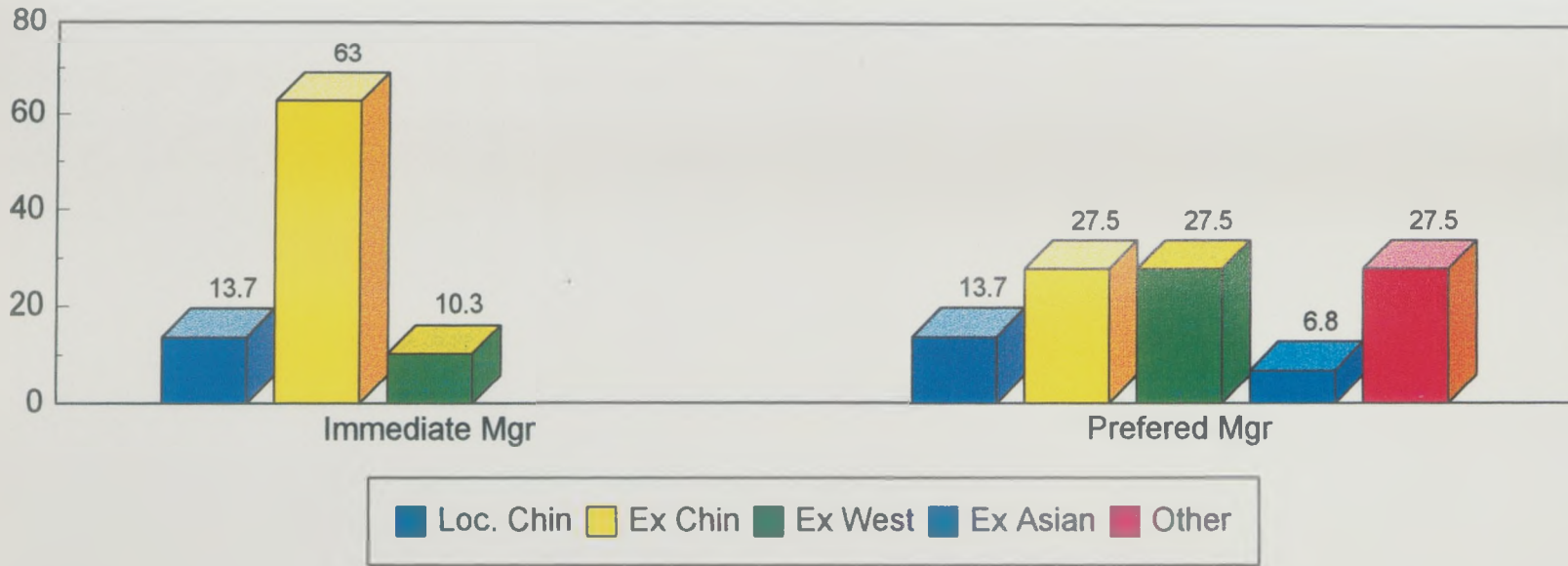
Chart 7.6.1 shows the current status and the preferences of the sample with regard to their immediate line manager. The majority of the respondents (63%) currently work under expatriate Chinese managers, with only 13.7% working directly under local Chinese managers and 10.3% working under western expatriates. Non of the sample group currently worked under expatriate Asian managers.

When questioned as to their preference of immediate manager the responses proved varied. Expatriate western and expatriate Chinese were equally ranked (27.5%) as the highest preferred specific groups, with local Chinese managers ranking in third place (13.7%) and expatriate Asians ranking last (6.8%). The “other” unspecified category surprisingly ranked equally (27.5%) with the first two categories, and it may be assumed that “others” could refer to a specific nationality of manager rather than to ethnic groupings, or to a specific individual.

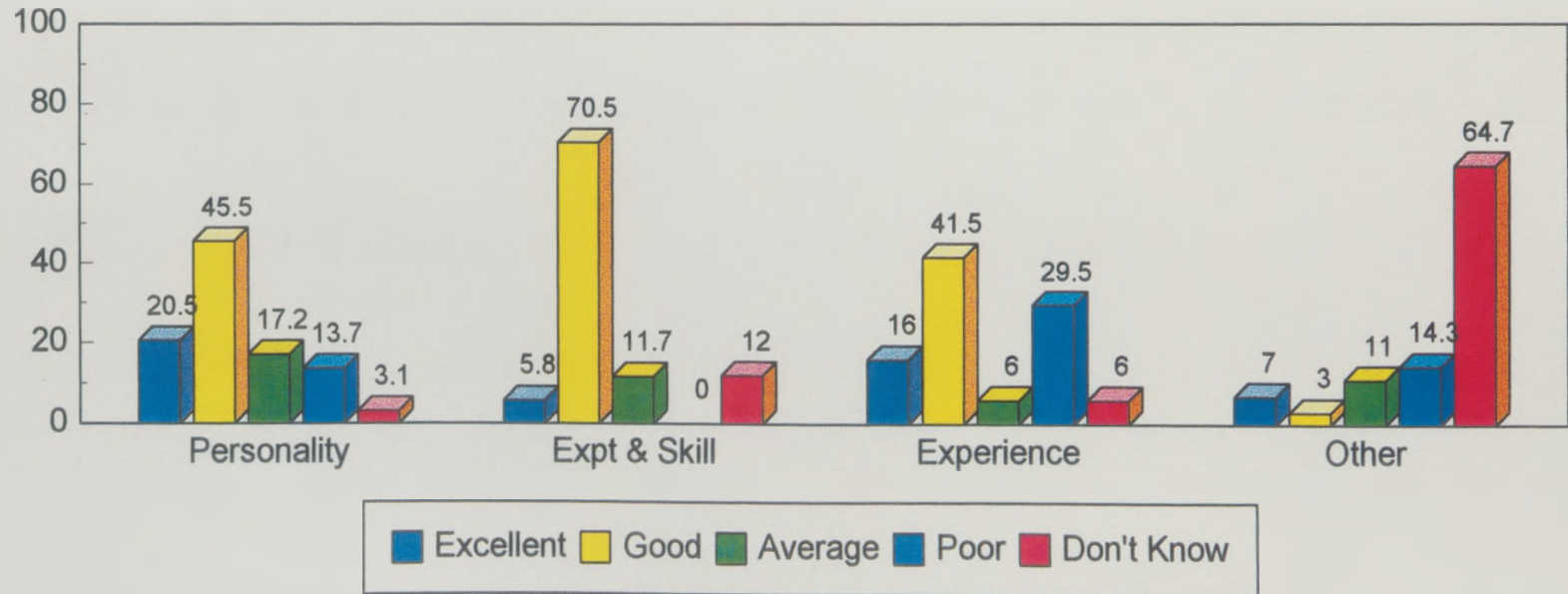
Chart 7.6.2 shows the respondents perceptions of their immediate manager in terms of personality, expertise and skill, experience, and other qualities. The sample showed a fairly varied response concerning the personality of the immediate managers, and rated this as excellent (20.5%), good (45.5%) average (17.2%) and poor (13.7%) .

Additional written comments were also varied, the most frequent positive and negative statements encountered being “easy to communicate with” and “subjective / or stubborn”. The respondents showed a less varied perception of the expertise and skills of their immediate managers, with a majority (76.3%) ranking these as excellent (5.8%) or good (70.5%), and only 11.7% ranking these as average. Positive written comments centered around statements such as “hard working, efficient and reliable”, whilst the majority of negative comments were centered around statements such as “won’t train subordinates, and hides knowledge”. It may be assumed that expertise and skills are respected and admired, but that there is a need for these skills to be shared.

7.6.1 Current & Preferred Managers (Ethnicity)



7.6.2 Respondents Perceptions Of Immediate Manager



The sample groups' perceptions of their immediate managers experience was a little more varied, with 56.5% of the respondents rating this as between excellent (16%) and good (41.5%). A significant proportion of the sample (29.5%) rated their immediate managers experience as poor, which surprisingly contrasted with the responses on expertise. Written comments made positive references to "sufficient, and good" whilst negative comments included such statements as "inexperience in some areas" and "little knowledge of areas outside specialization".

Other factors relating to the immediate manager provided a very varied response with a majority of respondents (64%) giving either a nil response or a "don't know" answer. Written comments too, were varied and ranged from "a happy smile" to "too western influenced".

Charts 7.7.1 - 7.7.4 show the respondents perceptions as to the relative advantages and disadvantages of hotel companies employing expatriate and local managers. The most frequently cited advantages of employing expatriate managers as shown in *Chart 7.7.1*, were; their experience (38%), the ability to learn from them (24%) and their skills (14%), which undoubtedly all have a close correlation, in that the experience and skills are seen as necessary prerequisites for learning. Fairness (14%) and the ability to work hard (7%) were also cited.

The most frequently cited disadvantages of employing expatriate managers, as shown in *Chart 7.7.2*, were; their lack of understanding of local culture (62.4%) the cost of

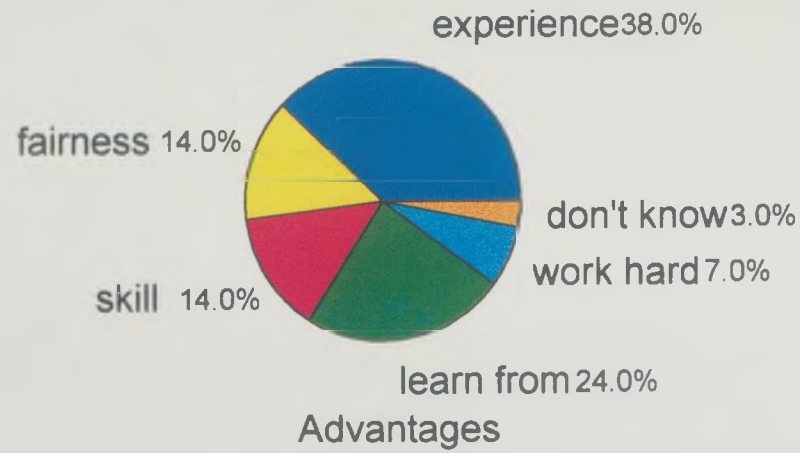
such managers (10.2%) and their attitude to locals (10.2%). Other disadvantages cited included a closed mind (6.8%) and rudeness to local staff (3.4%). These statements regarding a negative attitude, a closed mindedness and rudeness towards staff which represent a total of 20.4% of the sample, could be also be considered as stemming from cultural problems, or may more simply be interpreted as the autocratic arrogance often perceived to exist between senior managers and subordinates.

Chart 7.7.3 shows by way of comparison the perceived advantages of employing local managers. The most frequently cited advantages were open mindedness (24%), the low cost (21%) and the same cultural understanding (17%). Again the perception of open mindedness may be attributed to similarities in cultural background making communication and understanding easier than when dealing with an expatriate, and indeed easy communication was cited as an advantage by 15% of the sample. Other advantages cited included the fact that, local managers "can be controlled" (12%), and that there were many available (4%). It is uncertain as to exactly what this aspect of control refers to, it may be related to a political interpretation, or more simply to the fact that with a shared culture such managers are more predictable.

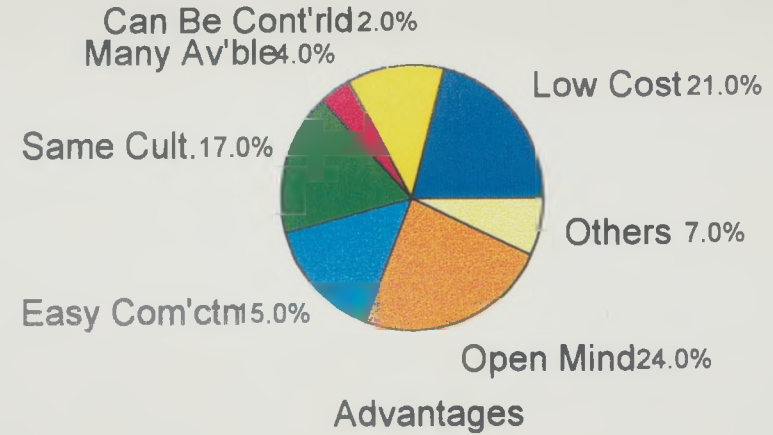
Chart 7.7.4 illustrates the perceived disadvantages of local managers, and such managers are considered as having low skills and lacking experience (40.9%), as being too strict (39%), and as being slow (9.4%) and old fashioned (8.7%).

7.7 Managers - Advantages And Disadvantages

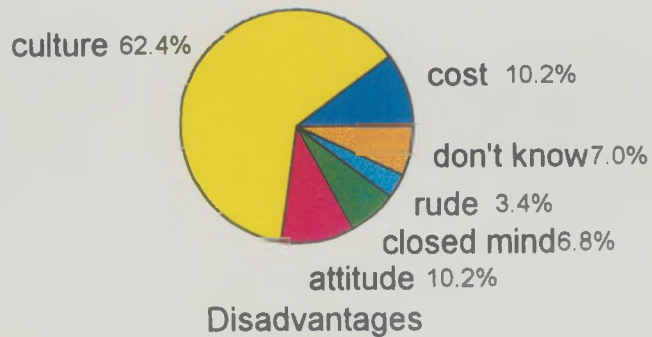
7.7.1 Perceived Advantages Of Expatriate Managers



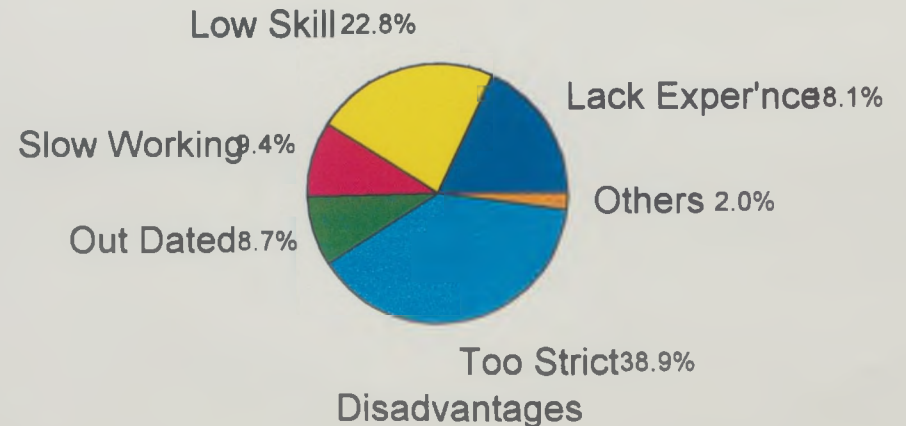
7.7.3 Perceived Advantages Of Local Managers



7.7.2 Perceived Disadvantages Of Expatriate Managers



7.7.4 Perceived Disadvantages Of Local Managers



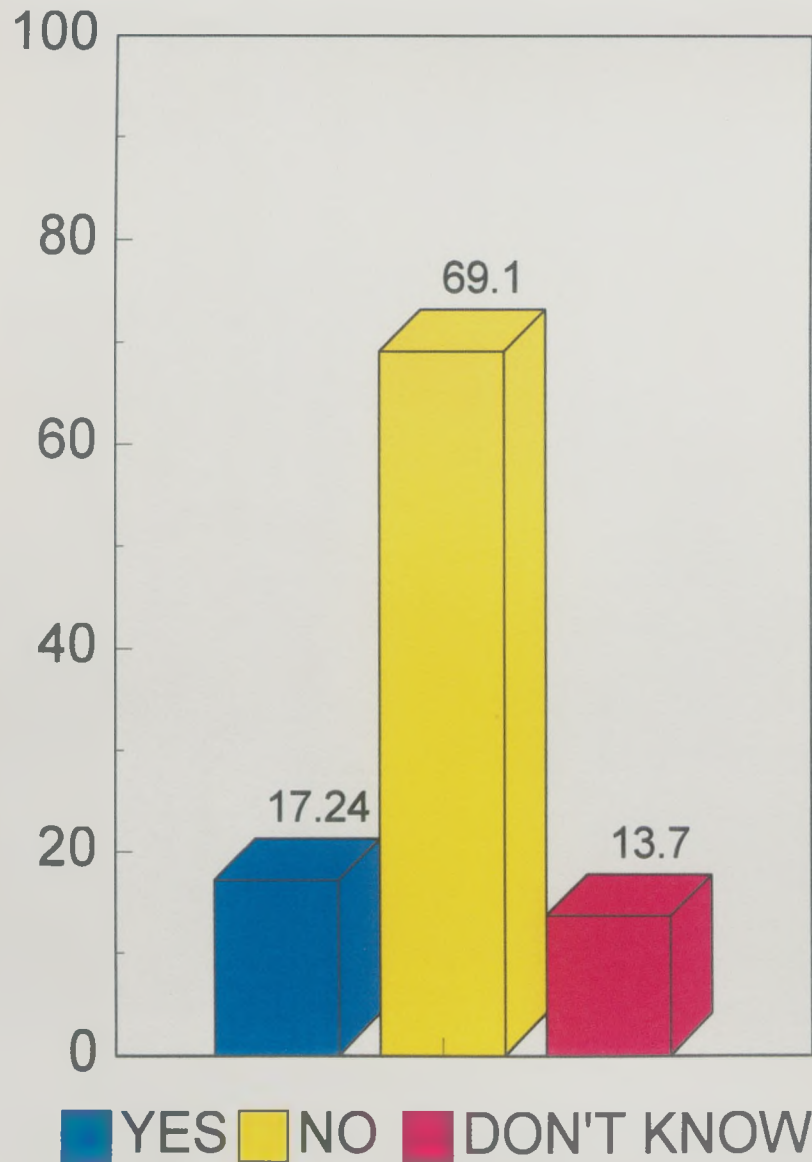
Undoubtedly the majority of local supervisors consider the most common disadvantage as being the lack of skills and experience as the examples cited of speed and being old fashioned are contributory to this area of perception.

Charts 7.8.1 - 7.8.2 illustrate that despite the perceived advantages and disadvantages shown above, that the majority of local supervisors (69.1%) consider, or would like to consider, themselves as potentially equal to expatriate managers. The major areas of difference shown are related to pay, skills levels and experience, and it could be argued that such differentials could be removed with time.

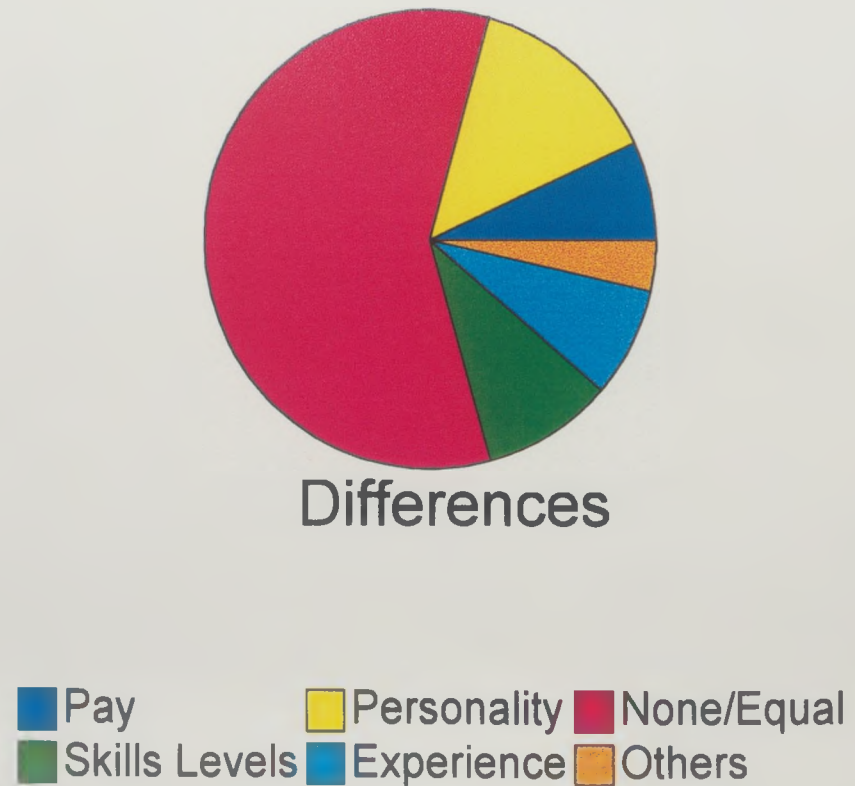
The data presented in *Chart 7.9.1* confirms these views by showing the levels to which expatriates are accepted by locals, and by showing perceived comparisons between them and local managers. In general terms almost 80% of local supervisory staff expressed the view that they accepted the need for expatriate managers, around 17% tolerated expatriates and less than 3% did not accept expatriate managers. Just under 50% of the sample thought that both expatriate and local managers had the same levels of knowledge, where as only 25% of the sample thought that these groups of managers had the same skills levels, the remaining 75% believing that expatriates had superior levels of skill. With regard to attitude responses were more mixed with around 22% of the sample stating that expatriates had a superior attitude, 68% stating that this was the same for both groups and 10% believing that expatriates had an inferior attitude. Around 40% of the sample believed that expatriates were superior or the same in unspecified areas, whilst 50% believed that they were inferior in unspecified areas.

7.8 Differences Between Local & Expatriate Managers

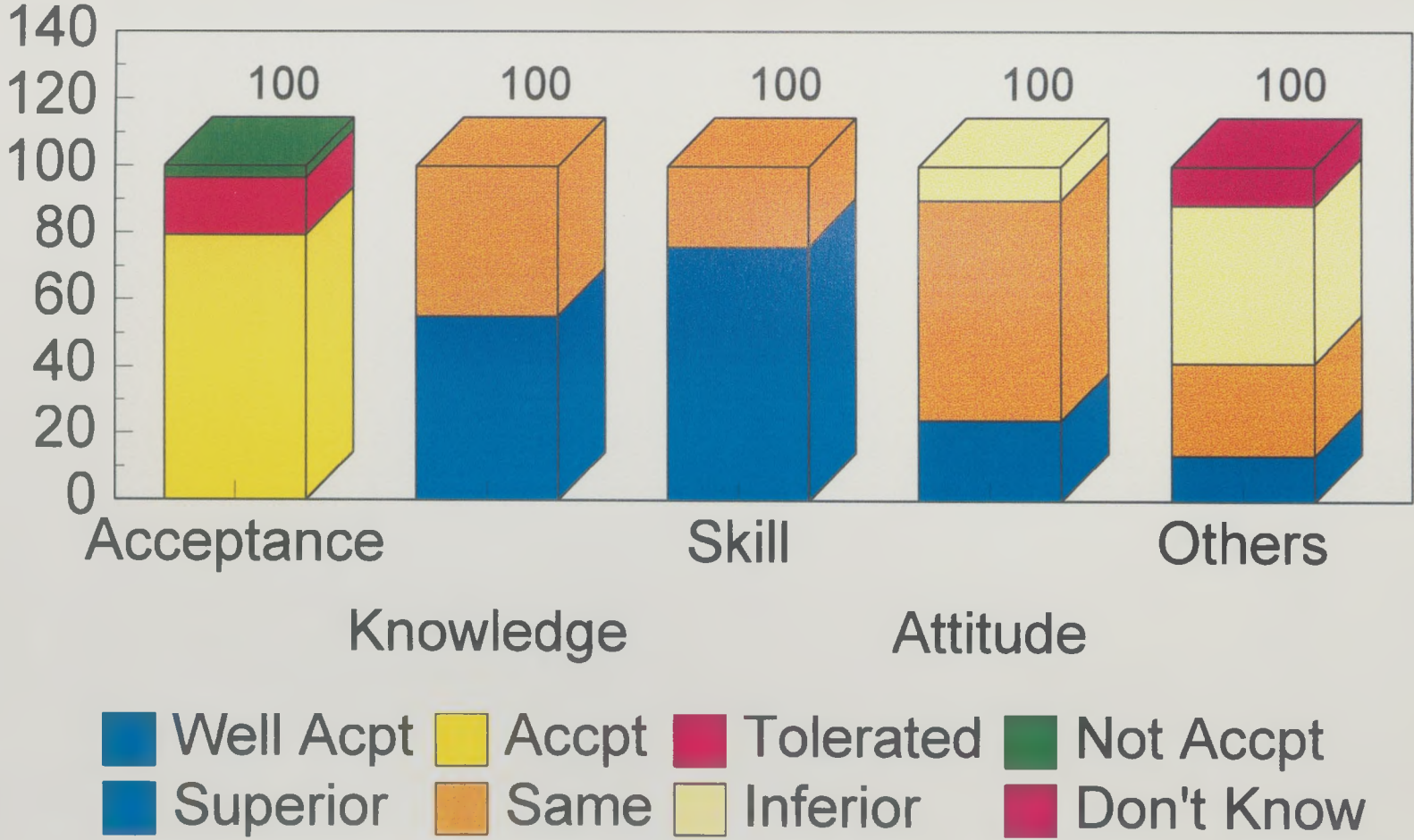
7.8.1 Perception Of Differences Between Managers



7.8.2 Perceived Reasons For Differences



7.9.1 Acceptance Levels & Comparisons Of Expatriate Managers



This case also called for written comments to qualify the unspecified areas, which were largely incomplete, the most frequent comment being related to salary differentials.

Chart 7.10.1 shows that the majority of training in the hotels is carried out by local Chinese managers (48.2%) with the next most common group being western expatriates (27.5%). Expatriate Chinese managers represent 13.8% of the trainers and expatriate Asian managers only 6.9%.

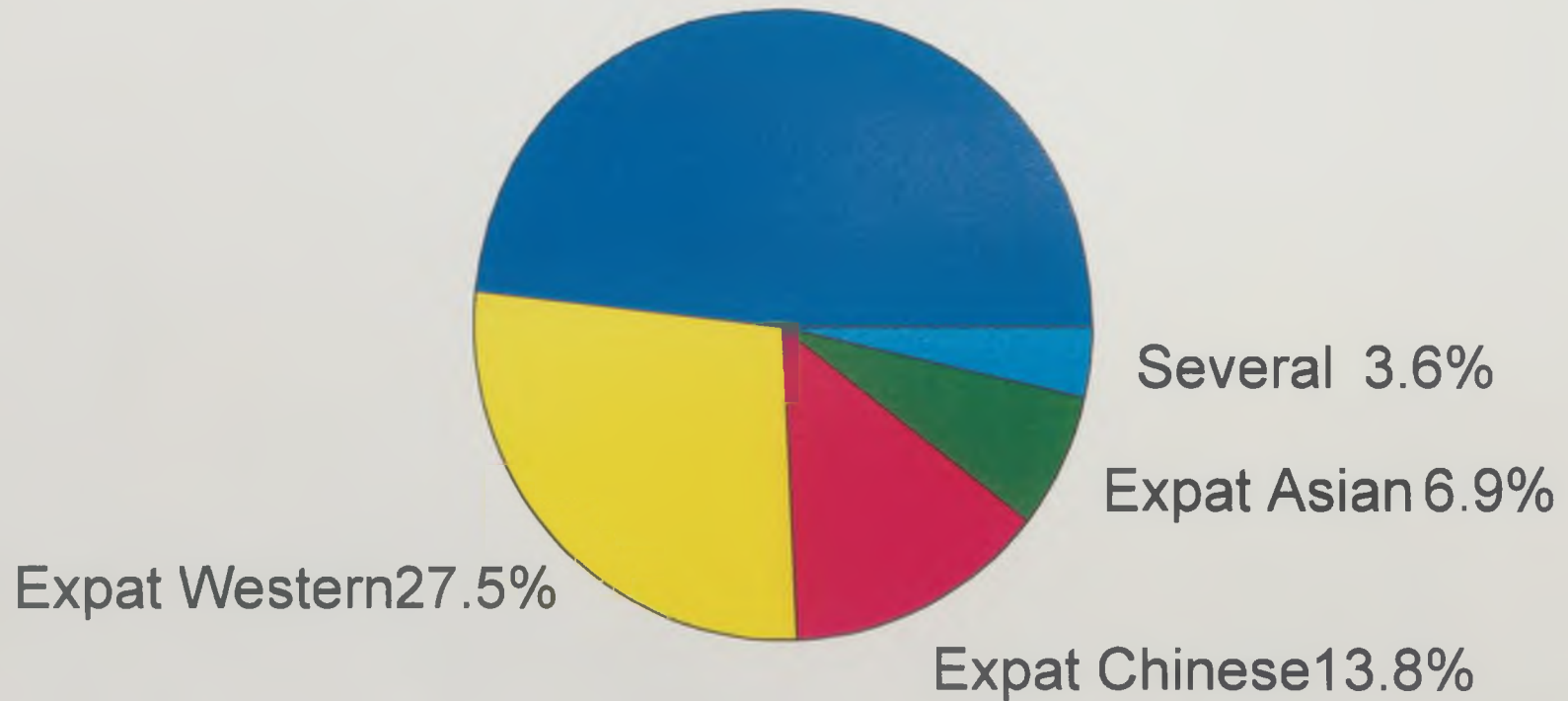
Local Supervisory Staff Survey - Part 3.

The Industry As A Career

Charts 7.11.1 - 7.11.2. show the perceived advantages and disadvantages of the hotel industry as a career. The most frequently cited advantages were the work environment and the ability to work with friends, both of which ranked highly. Other advantages included the opportunities to gain useful experience, to practice languages and to meet people. The most frequently cited disadvantages were the long hours, the fact that it was seen as being hard and busy work, and the poor pay structures. Despite the apparent disadvantages, *Charts 7.12.1. - 7.12.2* show that almost 87% of the sample intend to stay in the industry, giving their reasons for working in hotels as it having a good working environment with the opportunities to learn, to meet people and to have a future career. *Chart 7.13.1* shows similarly evidence in that over 80% of the sample believe that there are ample career opportunities in China's hotel industry, with over 60% aspiring to attain jobs at department head level or above. When asked what

7.10 Ethnic Categories of Management As Trainers For Supervisory Staff

Local Chinese 48.2%



Trainers

Advantages & Disadvantages Of Hotel Work - Supervisors

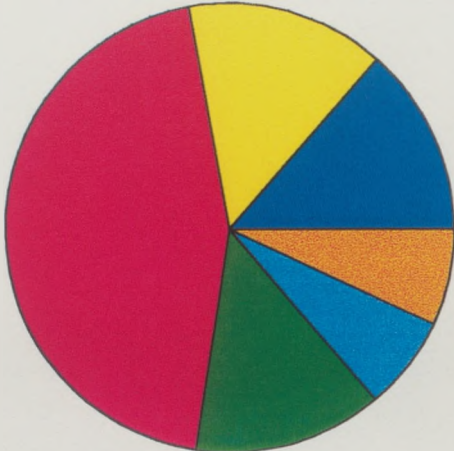
7.11.1 Perceived Advantages Of Working In Hotel Industry



Advantages

- work environ
- work mates
- good expr'nc
- pract langs
- meet people
- just a job
- a challenge
- don't know

7.11.2 Perceived Disadvantages Of Working In Hotel Industry



Disadvantages

- Pay
- Busy Work
- Long Hours
- Hard Job
- Just a Job
- None

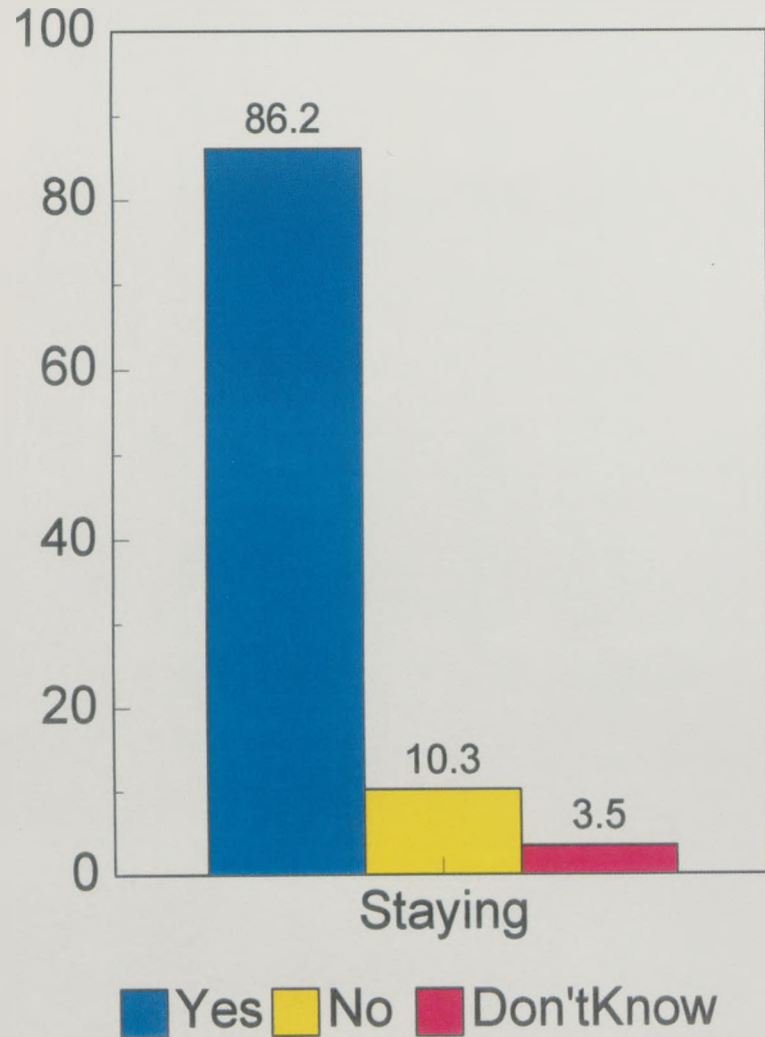
would influence them to leave the industry around 58% stated that it would only to become self-employed, whilst 22% stated they would leave if offered a better job.

Similarly Charts 7.14.1 - 7.14.2 show that around 60% of the respondents stated that would recommend the industry to their friends, giving the reasons that it was a developing industry with good career prospects, that the work was interesting , there was a good work environment and opportunities for progress. By comparison the 40% who would not recommend the industry cited the hard work, the long hours and the poor pay and conditions. Around 20% of this sector stated that they would not recommend the industry as it was not their business to influence friends, who were expected to make their own decisions.

Chart 7.15.1 shows the changes staff would like to see in terms of job opportunities and conditions of employment. The most frequently cited change required was with regard to better pay (31.8%) followed by the desire to see more greater localization (22.7%). More training and less hours ranked equally in third place with 18.2% of responses, whilst 9.1% of the respondents wanted equal opportunities for female employees.

7.12 Retention Rates & Reasons

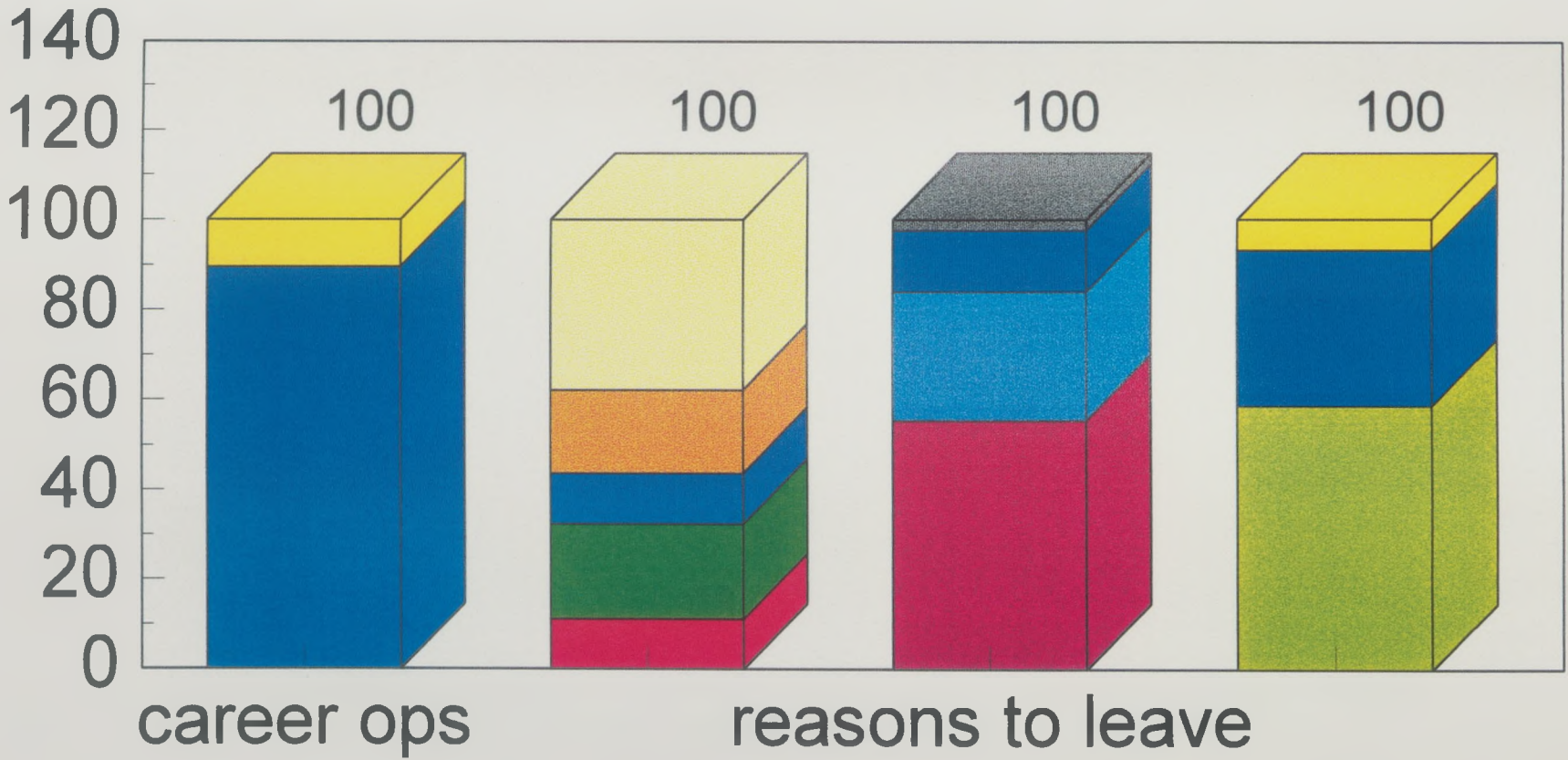
7.12.1 Intention To Stay In Industry



7.12.2 Reasons For Working In The Hotel Industry



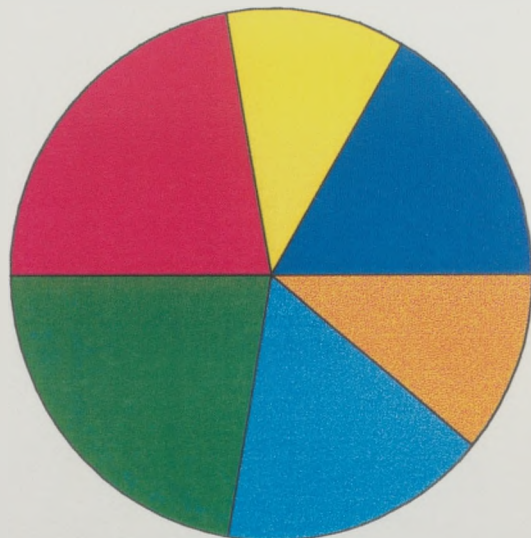
7.13.1 Future Prospects In Industry - Supervisors



- yes
- no
- dept head
- senior mgr
- director
- gm
- don't know
- self.emp
- better job
- personal
- other
- yes
- no
- don't know

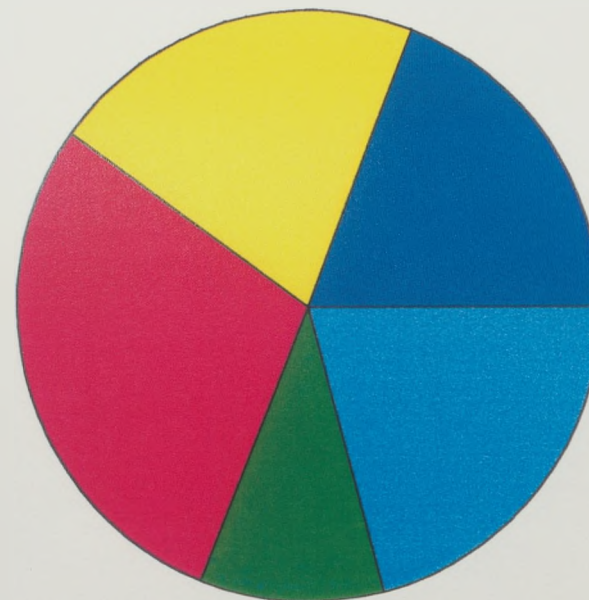
7.14. Would You Recommend The Industry To Others?- Supervisors

7.14.1 Reasons To Recommend The Hotel Industry



Recommend

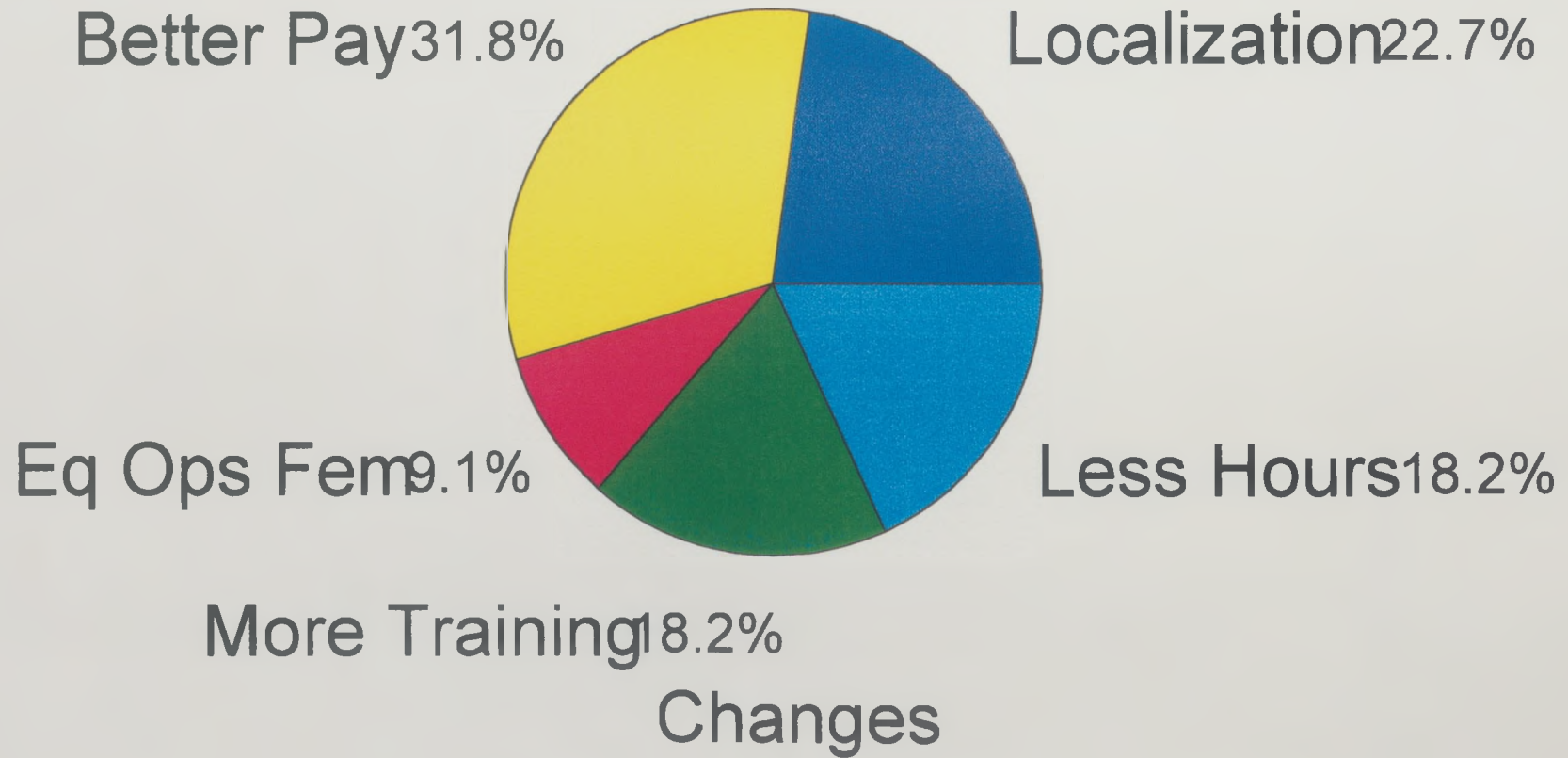
7.14.2 Reasons For Not Recommending The Hotel Industry



Not Recommend



7.15.1 Changes Wanted In Job Opportunity & Conditions - Supervisors



Chapter 8- Customer Analysis:

“All I Want Is A Room Somewhere”

The Wants, Needs And Expectations Of Guests In China’s Joint Venture Hotels

In achieving the broad objectives of the research, it was deemed necessary to determine the variety, level and quality of services that hotels were offering their guest, and whether or not these met with those guests’ wants and needs. It was felt that a consumer survey would provide a broad base for comparison between the properties surveyed, and provide a corpus of knowledge related to the type of customer currently using such properties. It would give information as to market trends and provide data for analysis, application and supposition as to whether the market was developing along western or Asian lines, and whether this development was relevant to that particular market sector. This part of the work will also test the hypothesizes that; the provision offered by international “brand name” hotels operating in guest countries is not necessarily that expected or required by the host market; that in order to provide appropriate training and development, international hotel corporations should consider the implications of cross-cultural interaction; and that hotel employees should receive training on how to better cope with guests and colleagues with different cultural backgrounds. To achieve these aims and test the hypothesizes, a questionnaire (*see Appendices A5-A7*) was devised which asked the guests of 12 hotels in 8 cities throughout China, to list what they felt was important to them, and what levels of service they expected. Baker, et al (1993), in their study, showed how the levels of expectation varied with the location of the hotel and the culture of the

host nation. Consequently it was expected that the various cultures of the visitors to China would create different needs and wants from a hotel.

Sampling Techniques:

To assist in analyzing the anticipated variance between the needs of various guest types, hotel guests were categorized into five principal ethnic groupings. These groupings were; Western, Japanese, South East Asians, PRC nationals, and overseas Chinese (classified by the PRC as returning nationals). Thus questionnaires were produced in English, Chinese and Japanese. All of the hotels (n=12) selected were given the same number of questionnaires, that is 50 in English, 50 in Chinese and 50 in Japanese. Instructions were given to the Rooms Division Manager to distribute the questionnaires as closely as possible to the hotels ethnic market mix. It was agreed that the reception staff would ask randomly selected guests at check in time to complete the questionnaire. Each selected guest was offered a complimentary drinks voucher for completing and returning the questionnaire to either the Assistant Manager or Guest Relations Officer. Each hotel was requested to return at least 100 completed questionnaires, with a maximum of 150 per hotel, to Hong Kong for analysis.

Structure Of The Survey

The survey was structured to explore three distinct areas, and following an introductory page, was accordingly divided into three sub-sections; Section A: asked the recipient for biographical and background data; Section B: asked the recipient for data on their reason for choosing the hotel; Section C: asked the recipient to rank the importance of the

service/s provided, and the frequency of use. This section also included three open ended questions:

Response Rate:

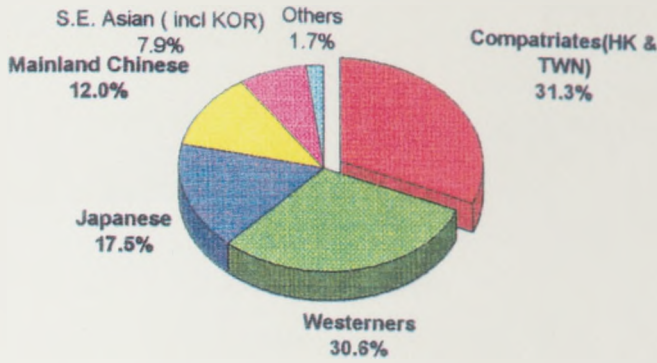
Each hotel was originally issued with 150 questionnaires and requested to attempt to return at least 100 completed questionnaires. Thus a minimum of 1200 and a maximum of 1500 potential responses were possible. In total 240 English language questionnaires (43%), 230 Chinese language questionnaires (41%) and 88 Japanese language questionnaires (16%) were received. This final total of 558 completed questionnaire equaled a 46.5% response rate, which in view of the numerical value, was considered a sufficiently substantial proportion for analysis. A small number of the returned questionnaires were incomplete or contained missing cases.

Findings - Section A

This section (*see Chart 8.1*) asked the recipients for biographical and background data in nine cases, each with between two and nine variables. These were: sex; age grouping; place of origin; reason for stay; companions staying; frequency of use; occupation category; length of stay; and, who was paying the hotel bill.

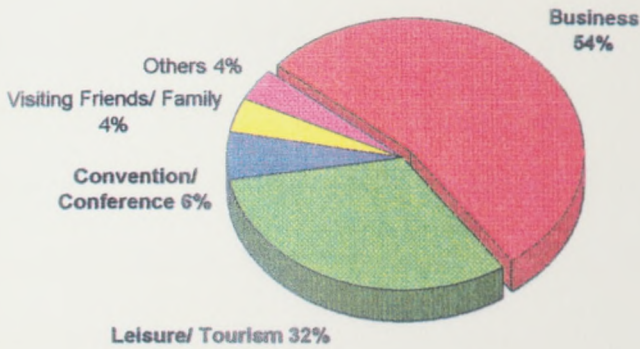
Sex:

Of the sample 64% of hotel guests surveyed were male.



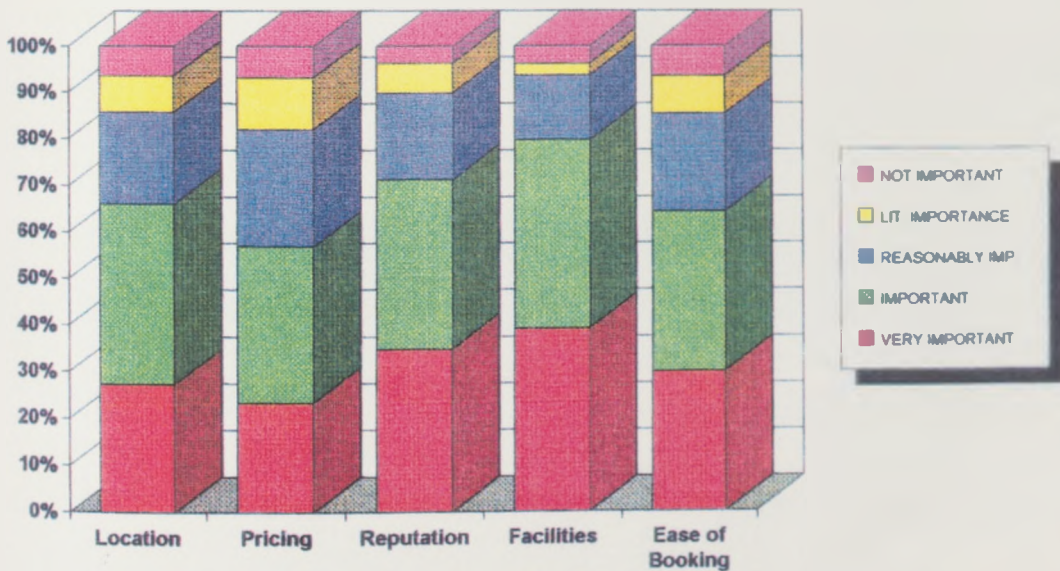
Total=533 Valid Cases
(25 Unclassified Cases)

Summary of Respondent's Origin



Total=549 Valid Cases
(9 Unclassified Cases)

Summary of Respondent's Nature of Visit



Relative Influence of Selected Factors When Choosing A Hotel

Age Grouping:

The majority of guests (42%) were found to be in the 31-45 years age group, with 24% aged between 21-30 years, and 23% between 46-60 years. Only 8% were over 61 years, and only 2% were under 20 years.

Place Of Origin:

The largest single group of hotel guests (23%) originated from Hong Kong. This was followed by North Americans (16%), Japanese (14%), Western Europeans (13%), Taiwanese (12%), Mainland Chinese (10%), South East Asians (8%), Australian and New Zealanders (2%), South Americans (1%) and other nations (1%). Presented in an alternative way, ethnic Chinese visitors (locals and compatriots) accounted for 45% of all hotel business and western visitors accounted for 32% of all hotel business in the properties surveyed. The Asian visitor groups, including all ethnic Chinese, Japanese and other South East Asians, amounted to 69% of total visitors.

Reason For Stay:

From the sample 54% of the hotel guest were using the hotel for business purposes, 32% for leisure and tourism purposes, 6% for convention or conference use, 4% as a base for visiting family or friends, and 4% for other purposes.

Companions Staying:

The sample revealed that 58% of the respondents were either staying on their own (30%) or with colleagues (28%), that 35% were staying with either their spouse or immediate family, and there was also 7% of unclassified cases.

Frequency Of Use:

Respondents on a first visit to the hotel amounted to 69% of the sample, those on a second or third visit comprised 12%, those on a third to fifth visit comprised 10%, whilst frequent users, with over six visits, amounted to 9% of the sample.

Occupation Category:

The data from this section of the survey proved unreliable in that it frequently attracted more than one response with many of the recipients marking the “professional” category plus a qualifier. However, the data revealed that professional users represented 62% of the sample, business users 27%, government and education 12%, sales and marketing 18%, engineers 27%, travel and tourism 11%, and other unspecified categories 5%. Of the unspecified categories 2% were retired people.

Length Of Stay:

The average length of stay for hotel visitors was 2.7 days

Who Was Paying The Hotel Bill:

The survey revealed that 58% of the hotels bills were paid by the company or employer, 38% were paid by the guest themselves, with 4% of unspecified cases.

Findings - Section B

This asked the recipient for data on their reason for choosing the hotel. This section had two cases, (a) reason for choice and (b) the criteria influencing their choice. In the first case respondents were asked to identify from five specified conditions, with a sixth open condition, why they had decided to stay in this hotel on this occasion. The data showed that 31% of the sample had previous experience of the hotel, 20% were other unspecified

cases, 15% were on a tour package, 14% were recommended by travel agents, 8% had been booked in by their *company* and 4% had been recommended by a friend.

In the second case respondents were asked to rank on a 1-5 scale, (1 = not important - 5 = very important) the relative importance of the following categories; location, pricing, reputation, hotel facilities, and, ease of booking. *Chart 8.1* summarizes the results, and shows that hotel facilities are considered as the most important single factor when making a booking, with almost 80% of the respondents considering this as either very important (39%) or important (40%). Reputation of the hotel is ranked as the second overall most important factor by just over 70% of hotel users. Location (60%) ranks as third most important overall factor, with ease of booking and pricing being the fourth and fifth rankings respectively.

Findings - Section C

This part of the questionnaire asked the recipient to rank both the importance of the services provided, and the frequency with which they used these services. This section had 54 cases with level of importance ranked on a 1-5 scale, i.e., 1 not important - 5 very important, and frequency of use ranked on a four point scale, i.e. frequently; sometimes; never; and; not available. This section also included three open ended questions: (1) what impressed you most about this hotel; (2) what things do you dislike most about this hotel;, and; (3) any other comments.

Not surprisingly this section of the questionnaire generated a large volume of data, which is best represented graphically with a minimum of commentary. The following charts and graphs (*see Charts 8.2 - 8.20*) thus reflect the wants, needs and expectations of the various categories of guests who stay in Joint Venture hotels in the PRC.

The data has been sorted and arranged under three divisions; (1) the wants and needs of visitors by ethnic grouping; (2) the wants and needs of visitors by reason for visit; and; (3) the importance and utility of common facilities and services.

For the sake of simplicity all of the findings have been placed into plain rank order from the most popular to the least popular, or vice-versa. Unclassified cases are also shown, by which the percentage of guest who would not, or did not, complete this part of the questionnaire can be identified. Such unclassified cases can have a marked effect on the interpretation of the data, and this is important where that percentage is particularly high. For example, (*Chart 8.5*) under the section, "Relative Utility Of Different Factors Which Affect Comfort And Ambiance (Japanese)", there is a substantial percentage of unclassified cases for each factor. It could be suggested that whilst the Japanese guests could make comment about the importance of these factors, and rank their preferences accordingly, they could not comment on frequency of use as such facilities or services may not have been available in these hotels, or may not have been used on this occasion. Consequently, by applying the data presented for the completed cases, and using this to represent 100% a better picture of those guests needs can be obtained. For example, under the Japanese utility data, the factor of "no smoking rooms" attracts an 80%

response, with a 20% unclassified or nil return. Of this response 40% state that they never use these rooms, by projecting this figure to a value based on the valid returns, this would indicate that half of the Japanese guests (50%) who stay in PRC hotels do not require “no smoking rooms”.

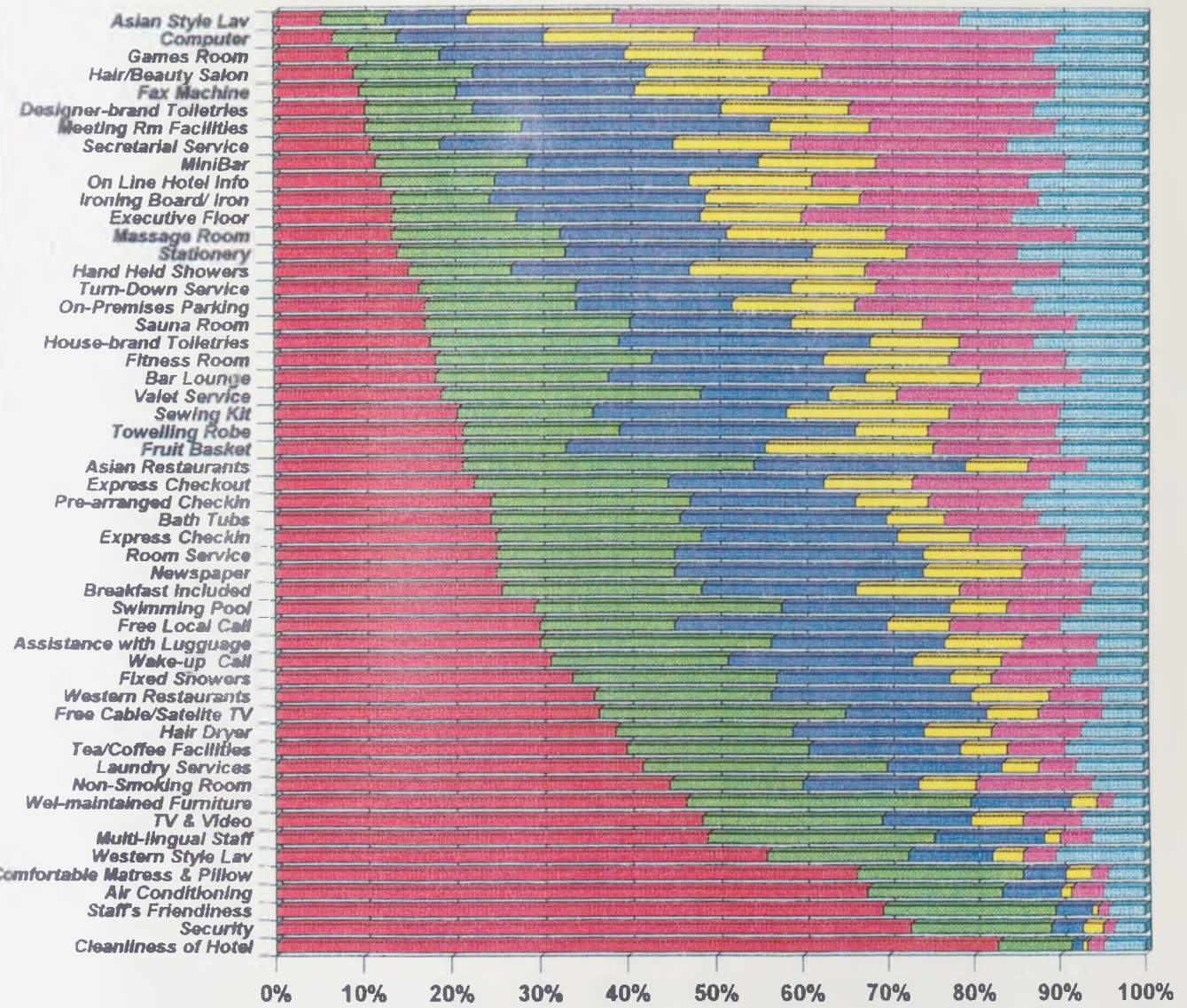
The Wants and Needs Of Visitors By Ethnic Grouping

As previously stated, it was expected that the various cultures of the visitors to China would create different needs and wants from a hotel, and consequently the guests were sub-divided into four principle categories, namely Westerners, Japanese, compatriot Chinese and local Chinese. This was done because it was felt that each of these groups would have distinct and dissimilar criteria in their expectations and needs. Customers expectations as to the hotel’s provisions were first analyzed according to these four principle ethnic groupings.

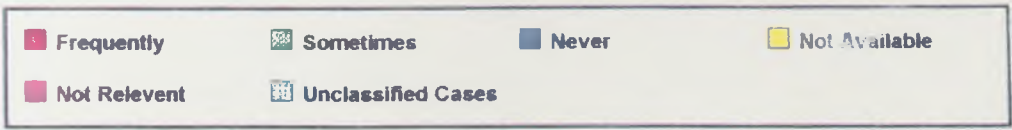
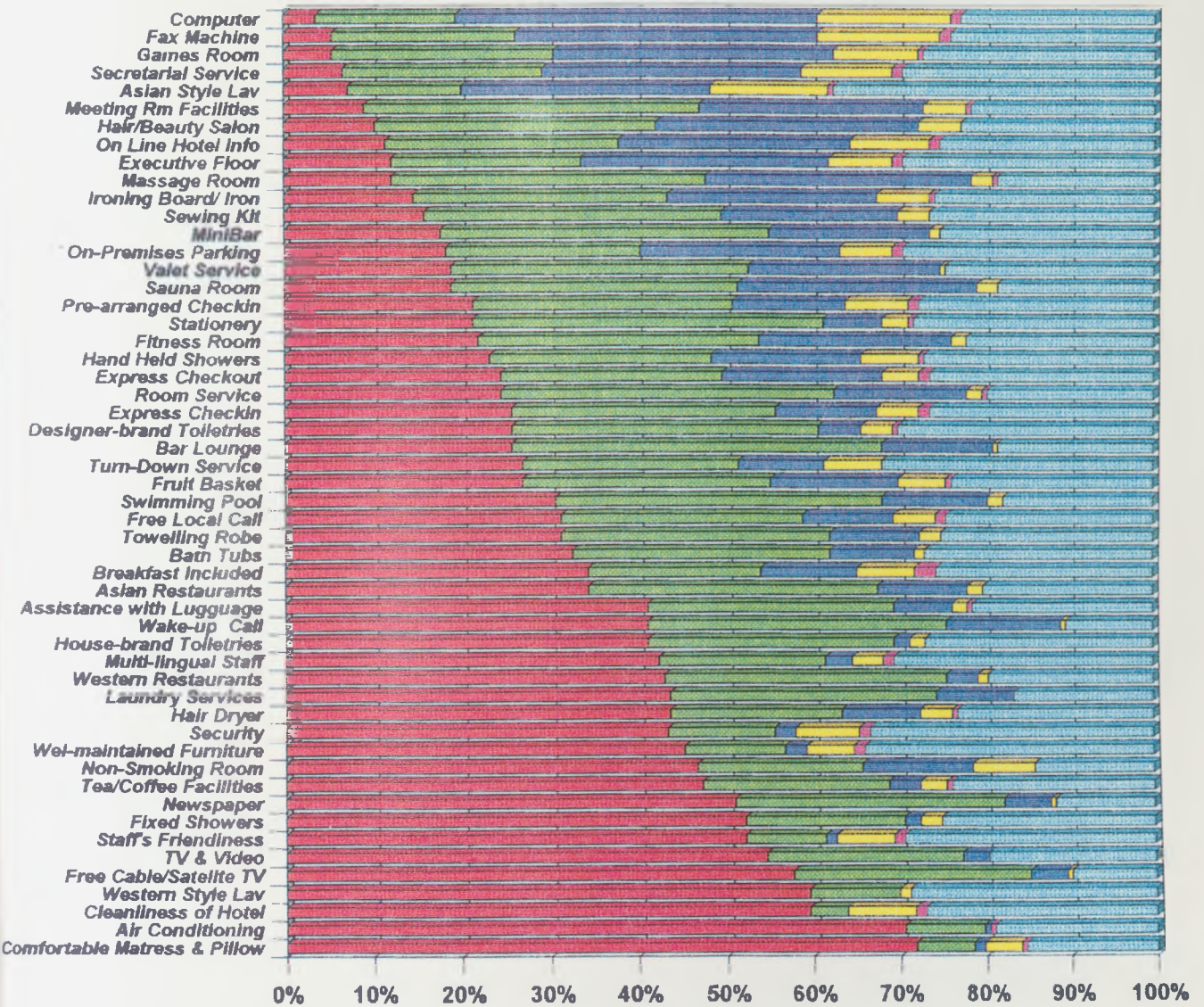
As can be seen from the data presented in *Charts 8.2 - 8.9* the perception that different ethnic groups of consumer had distinct and separate needs proved to be largely unfounded. On the whole the differences in their wants, needs and expectations proved to be minimal.

Charts 8.2 - 8.3 presents the data and show the importance and utility of the different factors affecting comfort and ambiance for Western visitors, *Charts 8.4 - 8.5* show these for Japanese visitors, *Charts 8.6 - 8.7* show these for local Chinese visitors, and *Charts 8.8 - 8.9* for compatriot Chinese visitors

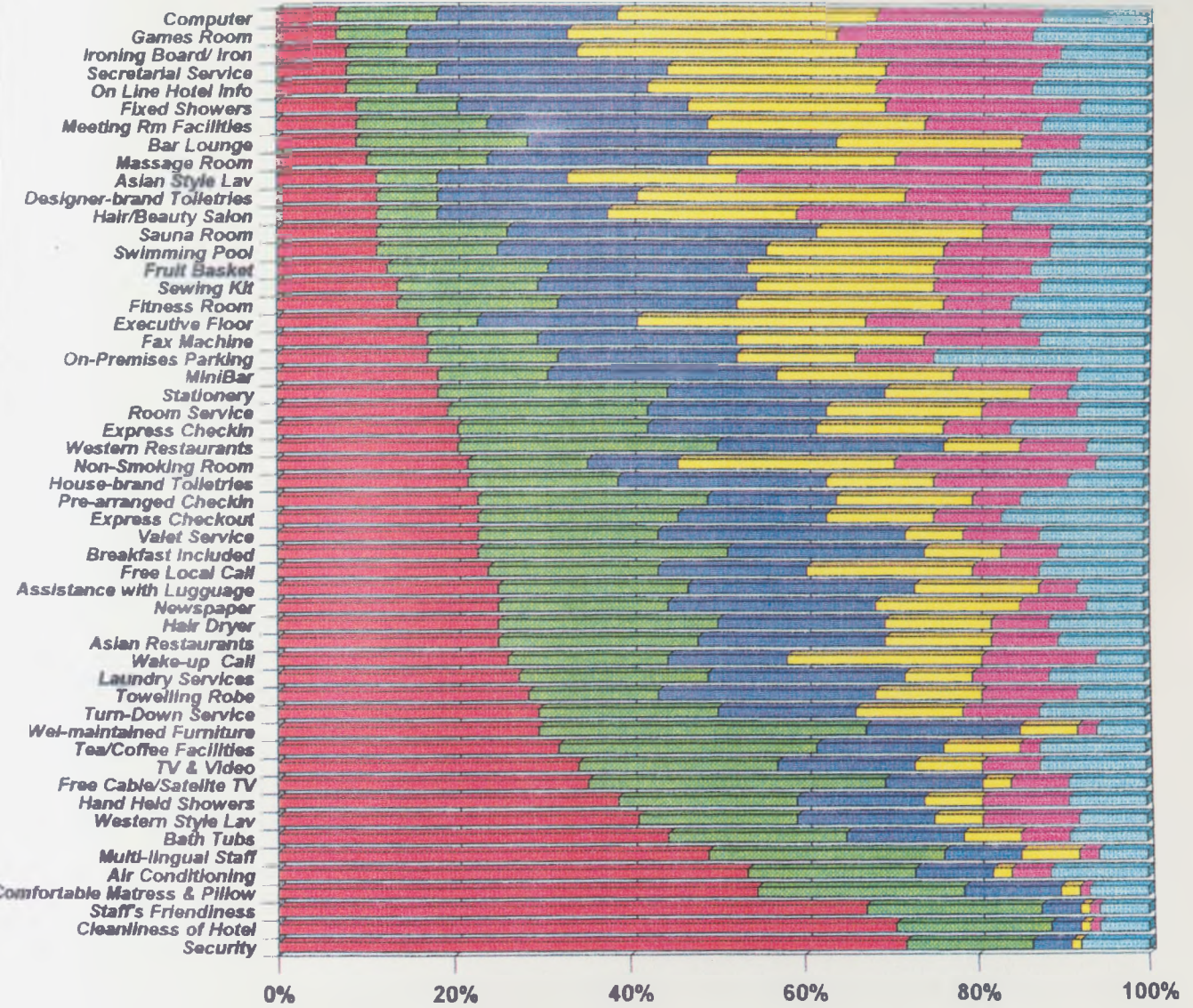
Relative Importance of Different Factors Which Affect Comforts & Ambience (Westerner)



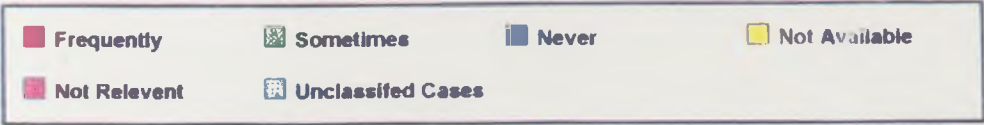
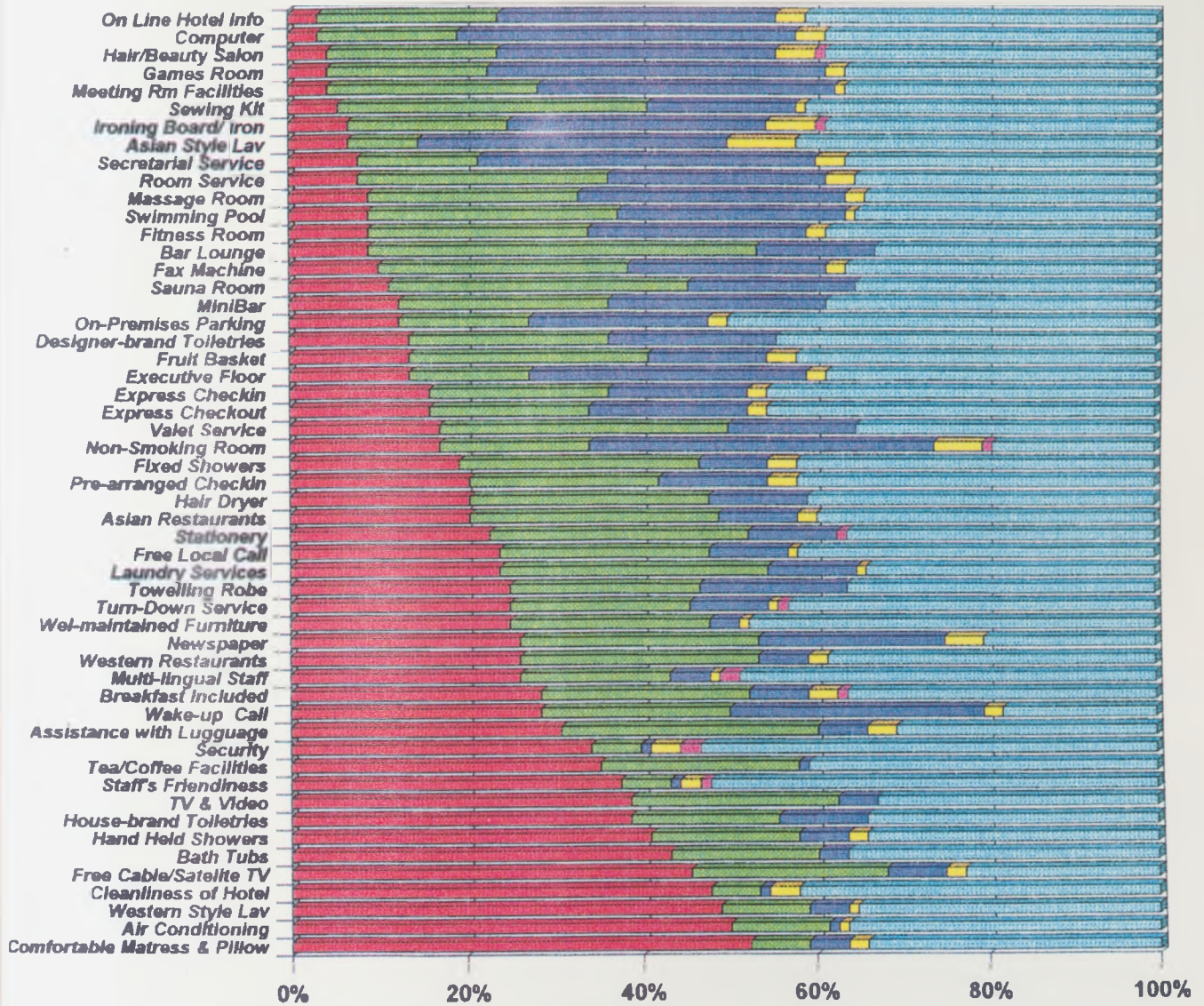
Relative Utility of Different Factors Which Affect Comforts & Ambience (Westerner)



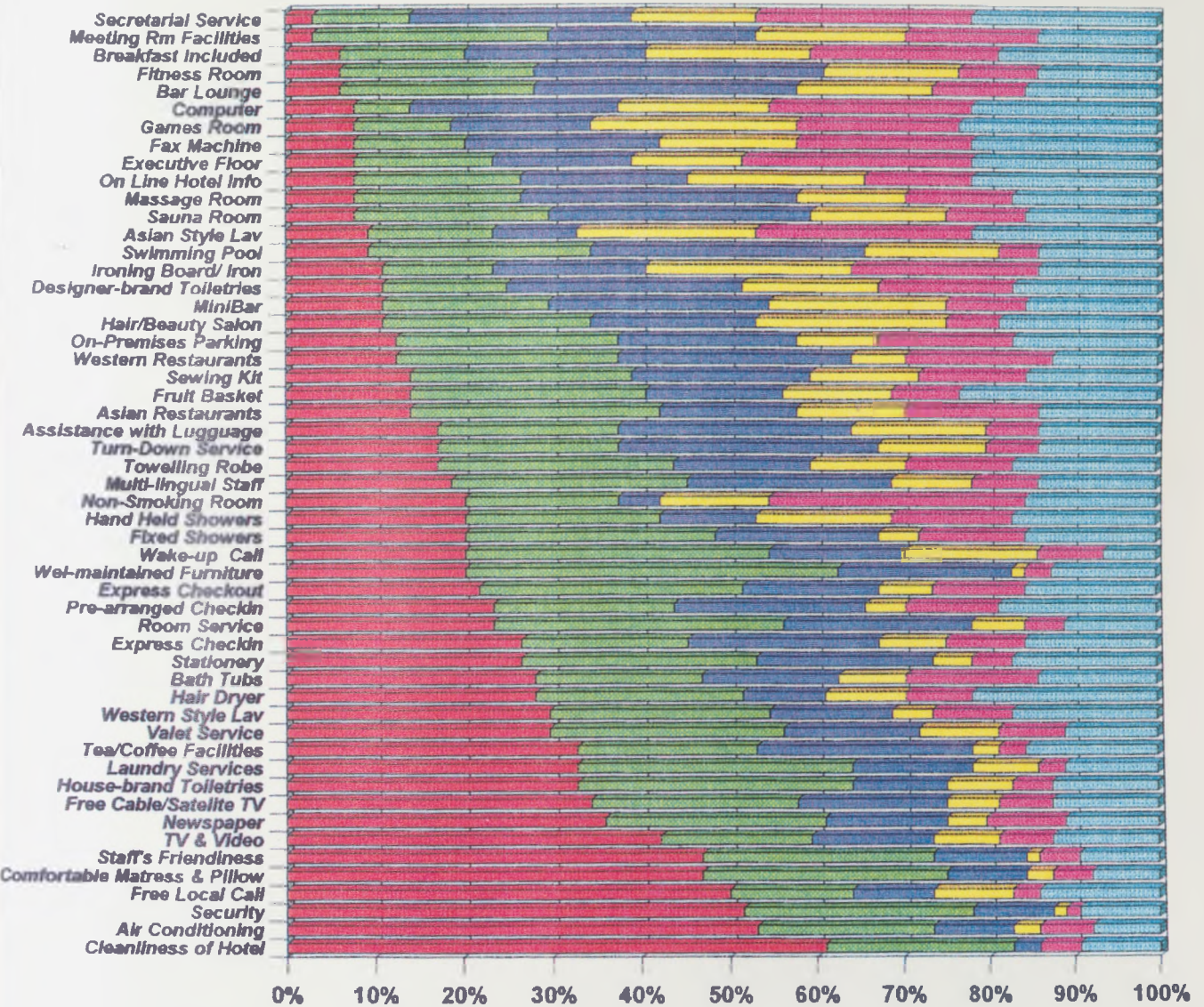
Relative Importance of Different Factors Which Affect Comforts & Ambience (Japanese)



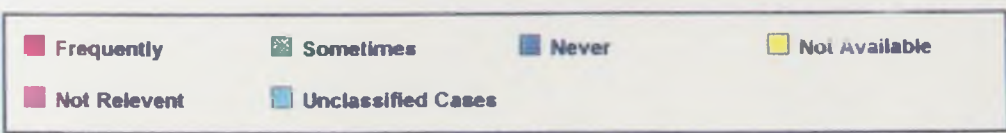
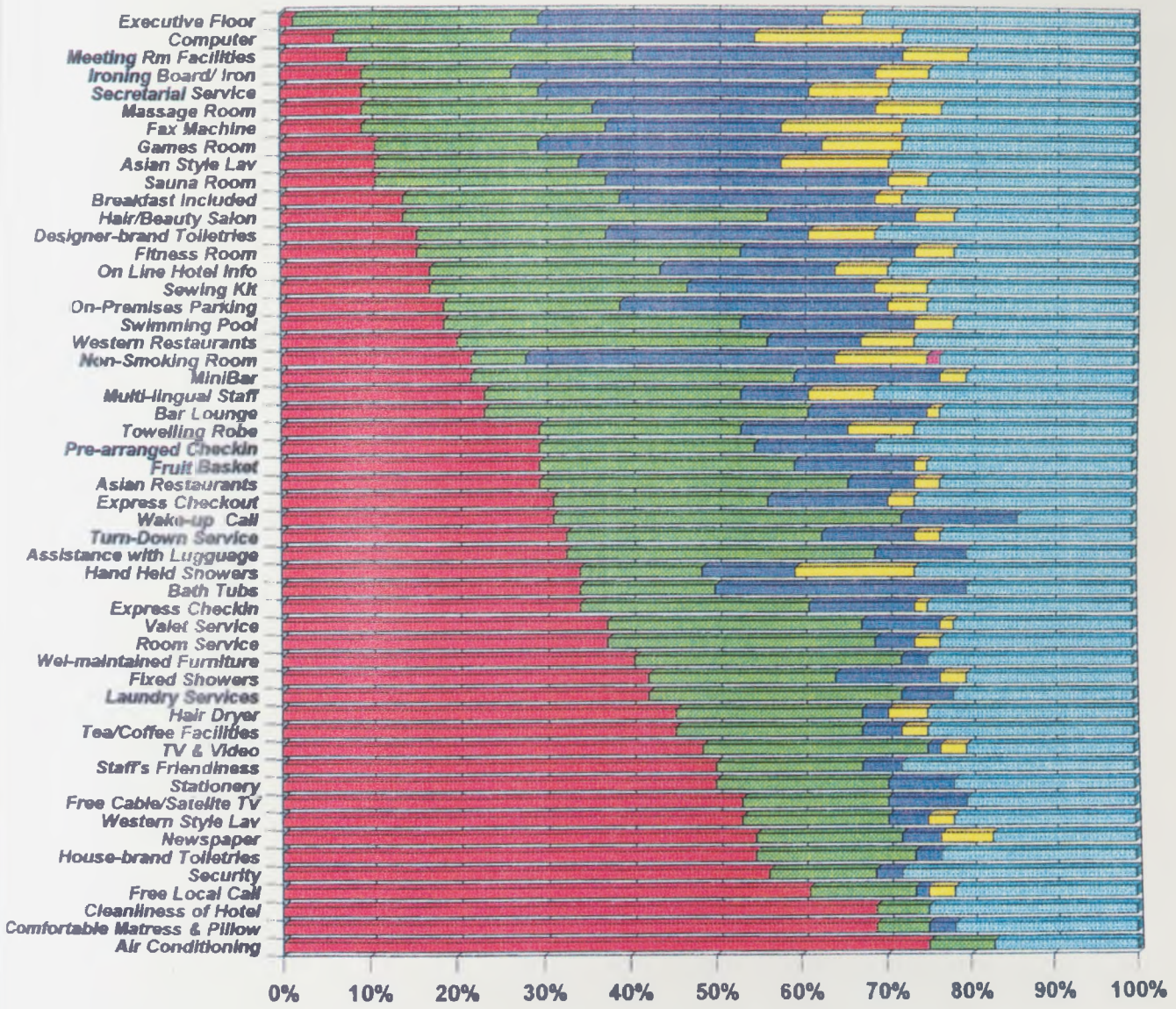
Relative Utility of Different Factors Which Affect Comforts & Ambience (Japanese)



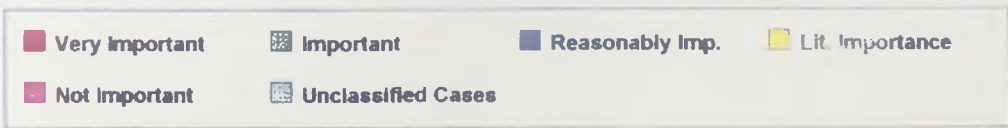
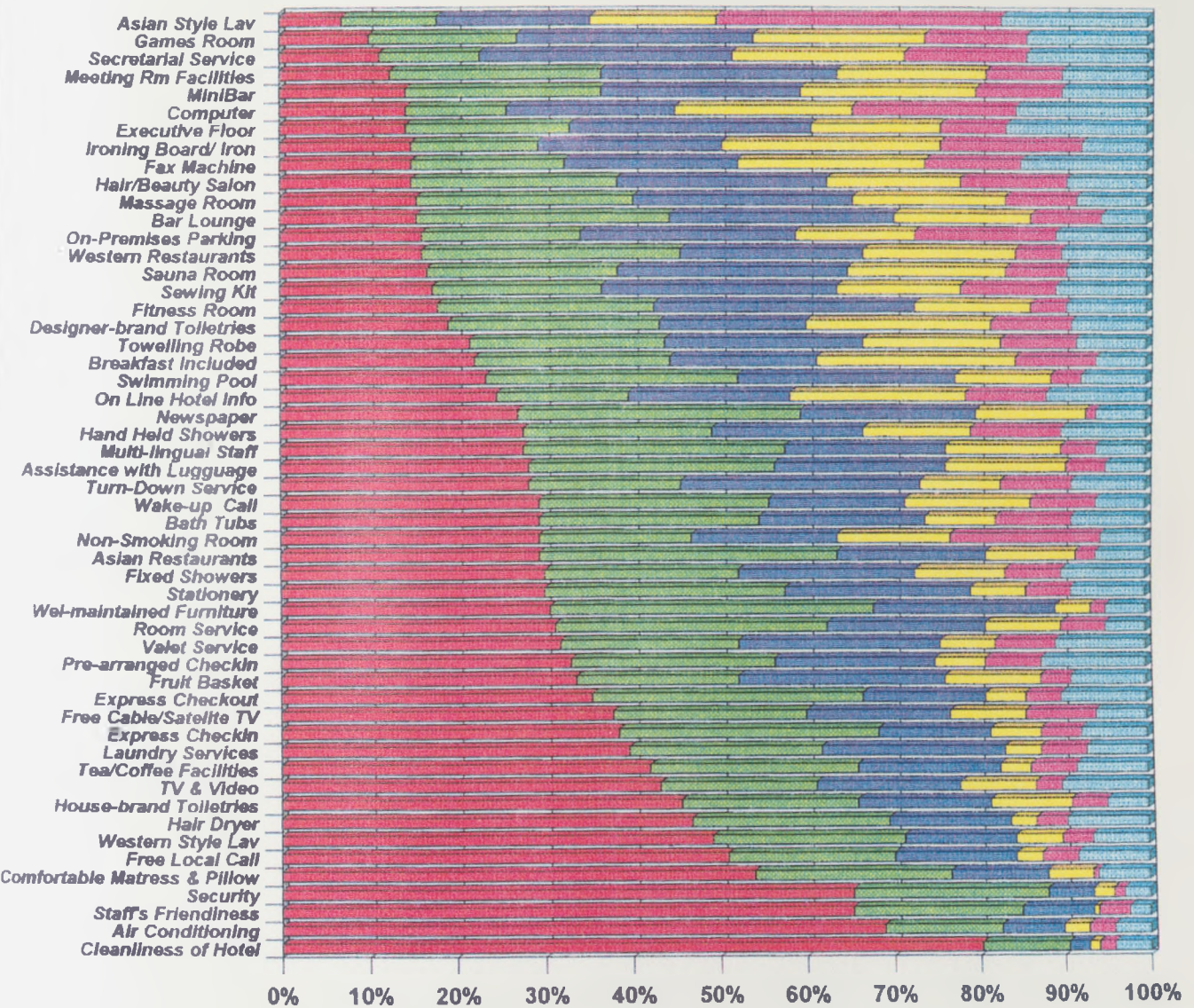
Relative Importance of Different Factors Which Affect Comforts & Ambience (Chinese)



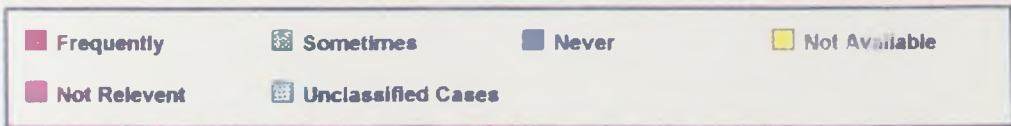
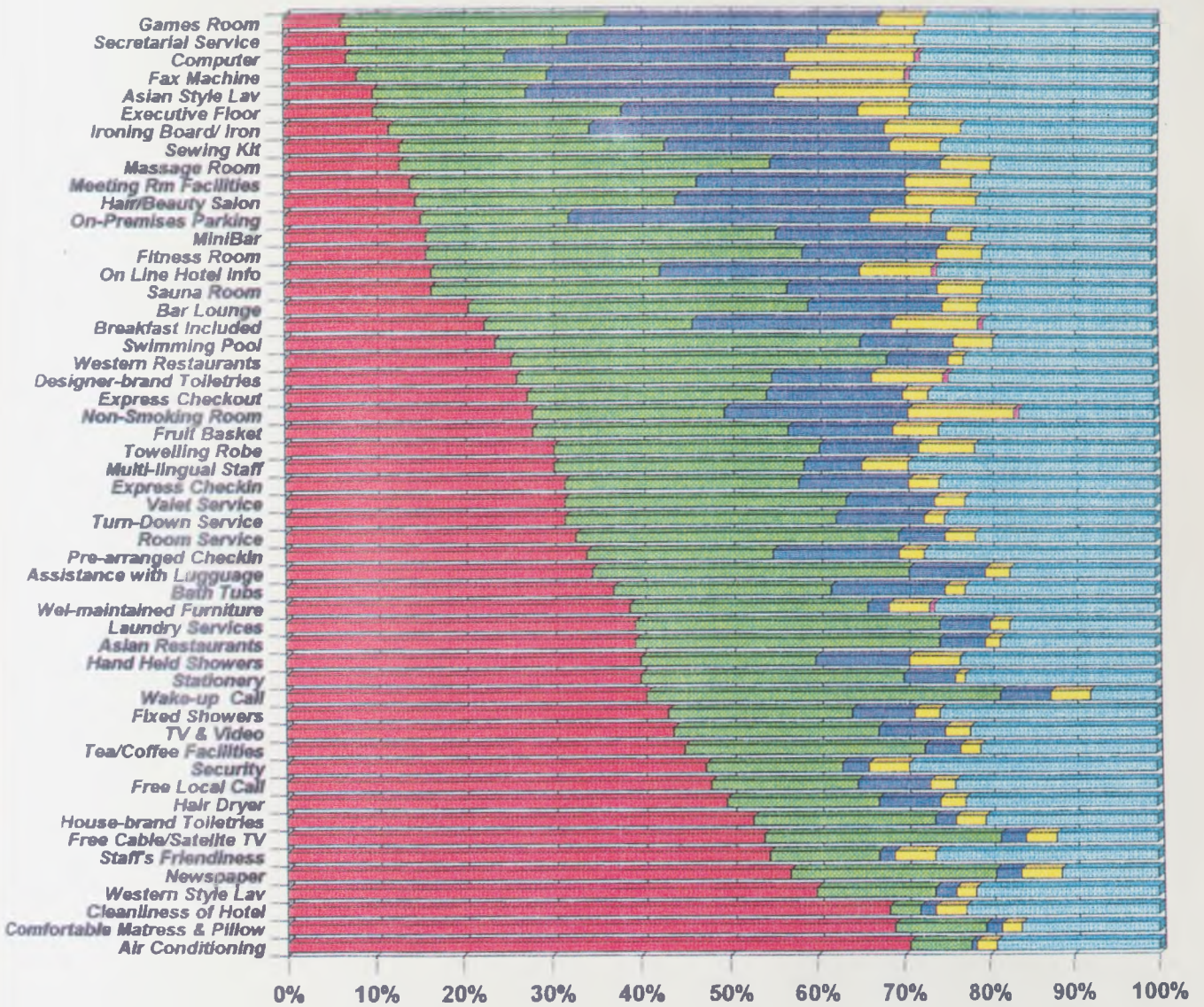
Relative Utility of Different Factors Which Affect Comforts & Ambience (Chinese)



Relative Importance of Different Factors Which Affect Comforts & Ambience (Compatriot Chinese)



Relative Utility of Different Factors Which Affect Comforts & Ambience (Compatriot Chinese)



The Wants and Needs Of Visitors By Reason For Visit

Customers expectations were also broken down and analyzed according to the principle reasons given for visiting the hotel, namely; leisure and tourism; for conference and convention purposes; and for business use. (see *Charts 8.10 - 8.15*). Again these show remarkable similarities and minimal differences.

Charts 8.10 - 8.11 present the data and show the importance and utility of the different factors affecting comfort and ambiance for the leisure and tourism market; *Charts 8.12 - 8.13* for the conference and convention market; and *Charts 8.14 - 8.15* for the business market.

Importance of Common Facilities And Services

Charts 8.16 - 8.20 show an analysis of the data according to the importance of common facilities and services and their utilization within hotels. This information is further subdivided into four categories ; (1) Common Hotel Facilities; (2) Common Guest Room Facilities; and; (3) Common Hotel Services and (4) Factors Which Affect Ambiance.

Again because of the percentage influence of nil responses and unclassified cases, a better picture of wants, needs and expectations is given by studying the factors classified under the “*relative importance*” area, rather than the frequency of use factors classified under the “*relative utility*” area.

Chart 8.16 shows the relative importance and levels of utilization of common *guest room facilities*. *Chart 8.17* shows the relative importance and levels of utilization of common *guest room amenities*. *Chart 8.18* shows the relative importance and levels of utilization of common *hotel facilities*, and; *Chart 8.19* shows the relative importance and levels of utilization of common *hotel services*. *Chart 8.20* summarizes the importance and utilization of the different factors which affect comfort and ambiance.

Guest Comments

This section of the survey also included three open ended questions: (1) what impressed you most about this hotel; (2) what things do you dislike most about this hotel;, and; (3) any other comments. The responses in this section contained many missing cases, varied immensely and because of the diversity in responses, proved difficult to classify or rank according to frequency, however a tabular summary is enclosed (*see Appendix A10*).

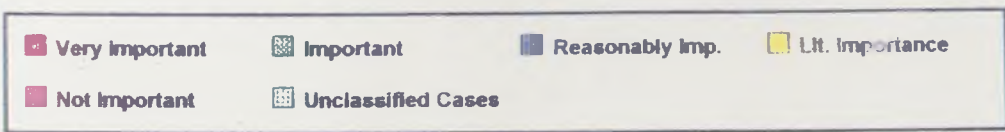
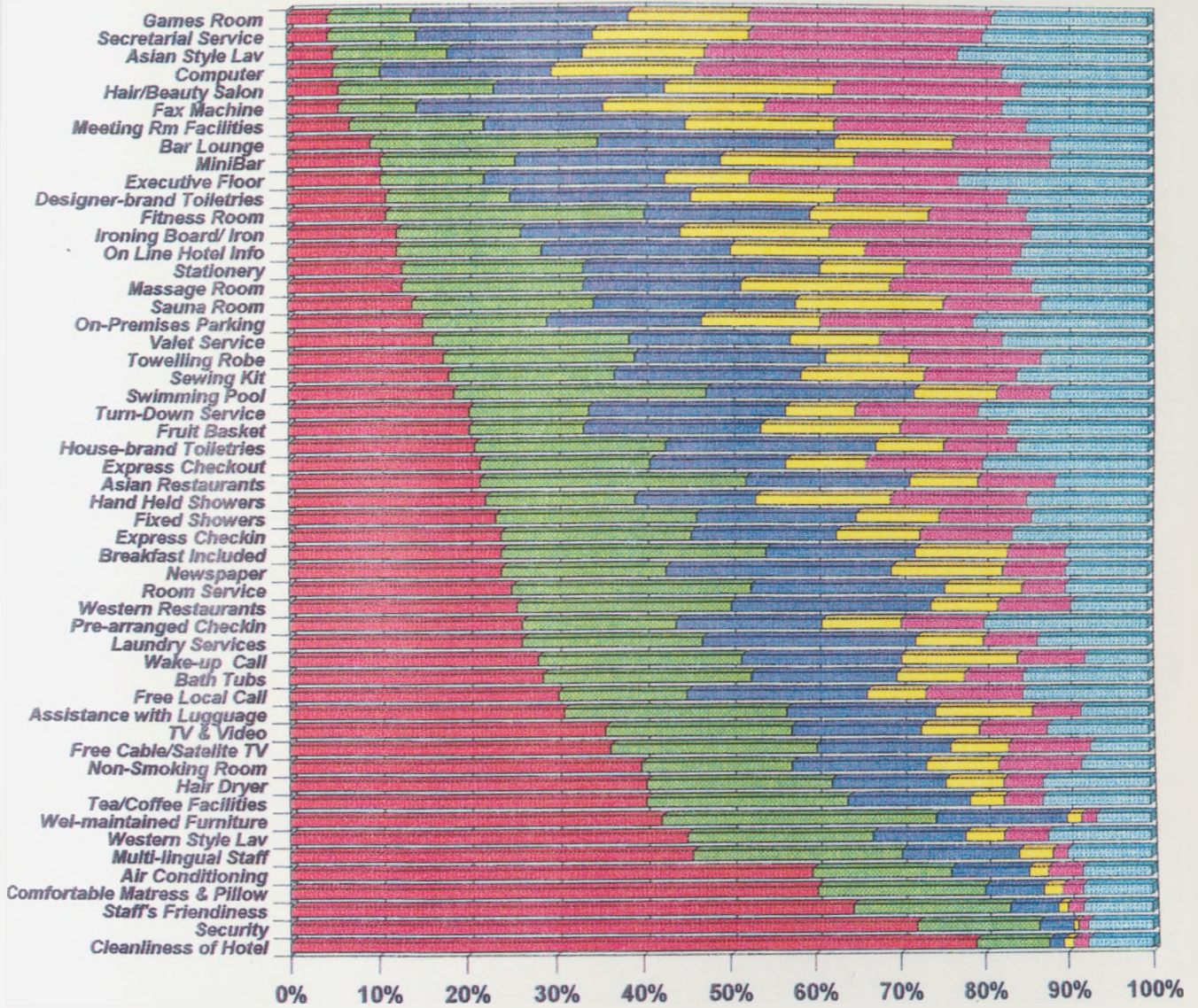
Section 1 “what impressed you most about this hotel” returned many positive responses about; the physical design and layout of the hotels; the overall levels of service provided; and the performance of specific staff members or specific outlets including the “massage” services.

Section 2 “what things do you dislike most about this hotel” returned many negative responses about; pricing structures and billing methods, the overall levels of service, the lack of performance of specific staff members or outlets; specific facilities; poor behaviour, rudeness or lack of response from staff members; airport pick up services;

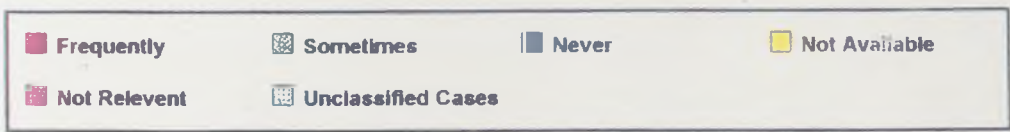
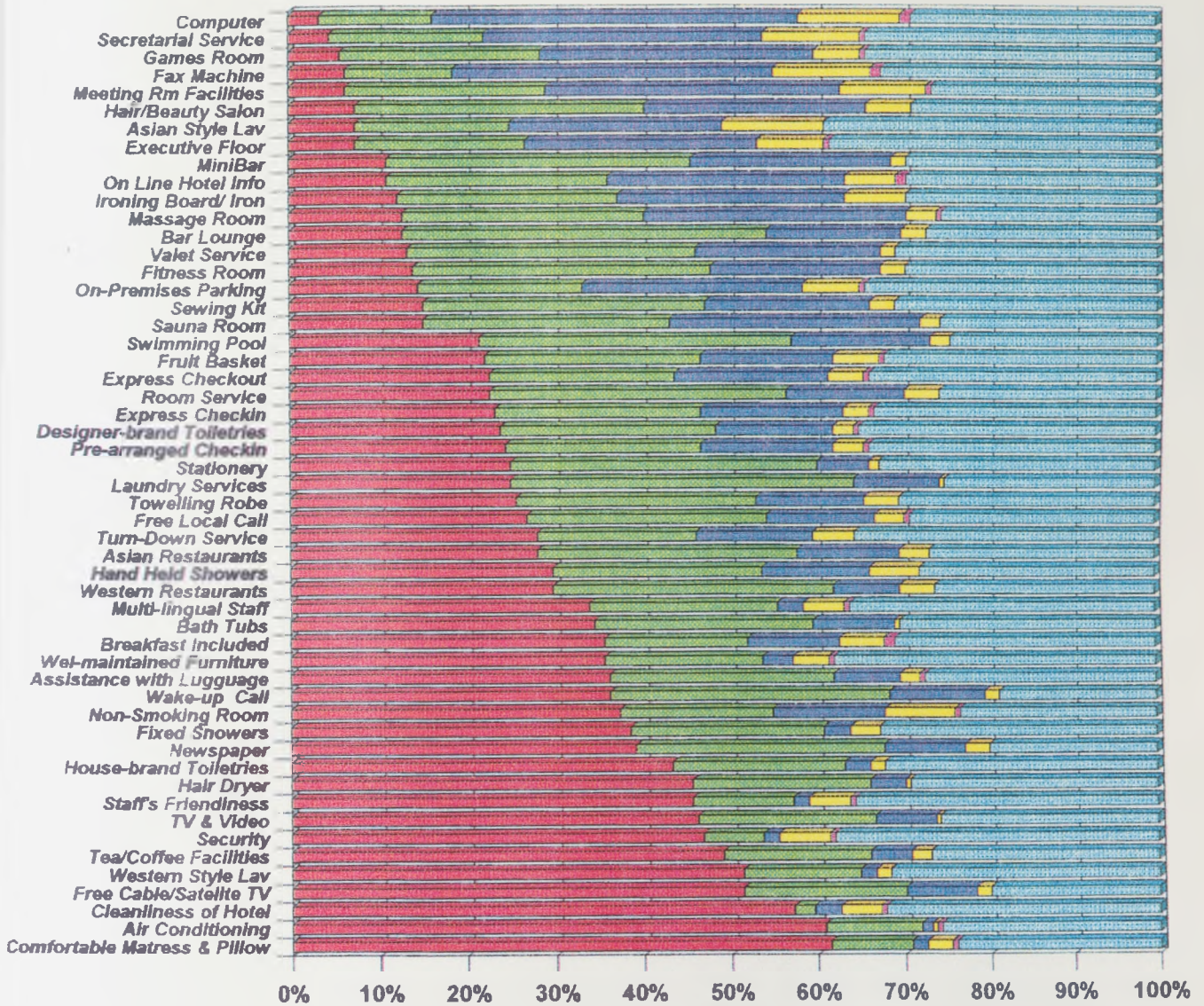
telephone systems; room decor; location; openly displayed prostitution in hotel lobbies; and many more.

Section 3 “any other comments” similarly attracted a vast variety of comments which included both some positive, but mainly negative remarks about; general policies, systems and amenities in China, i.e. difficulties with communication, trains, buses; ticketing, visas, taxis; internal security, frequent breakdown of equipment and power supplies etc.; variable service levels; language problems; overcharging; lack of and difficulties with telecommunication systems; lack of conformity in standards between PRC “brand name” hotels and similar properties elsewhere; and many more.

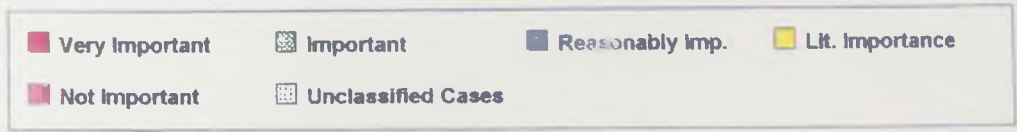
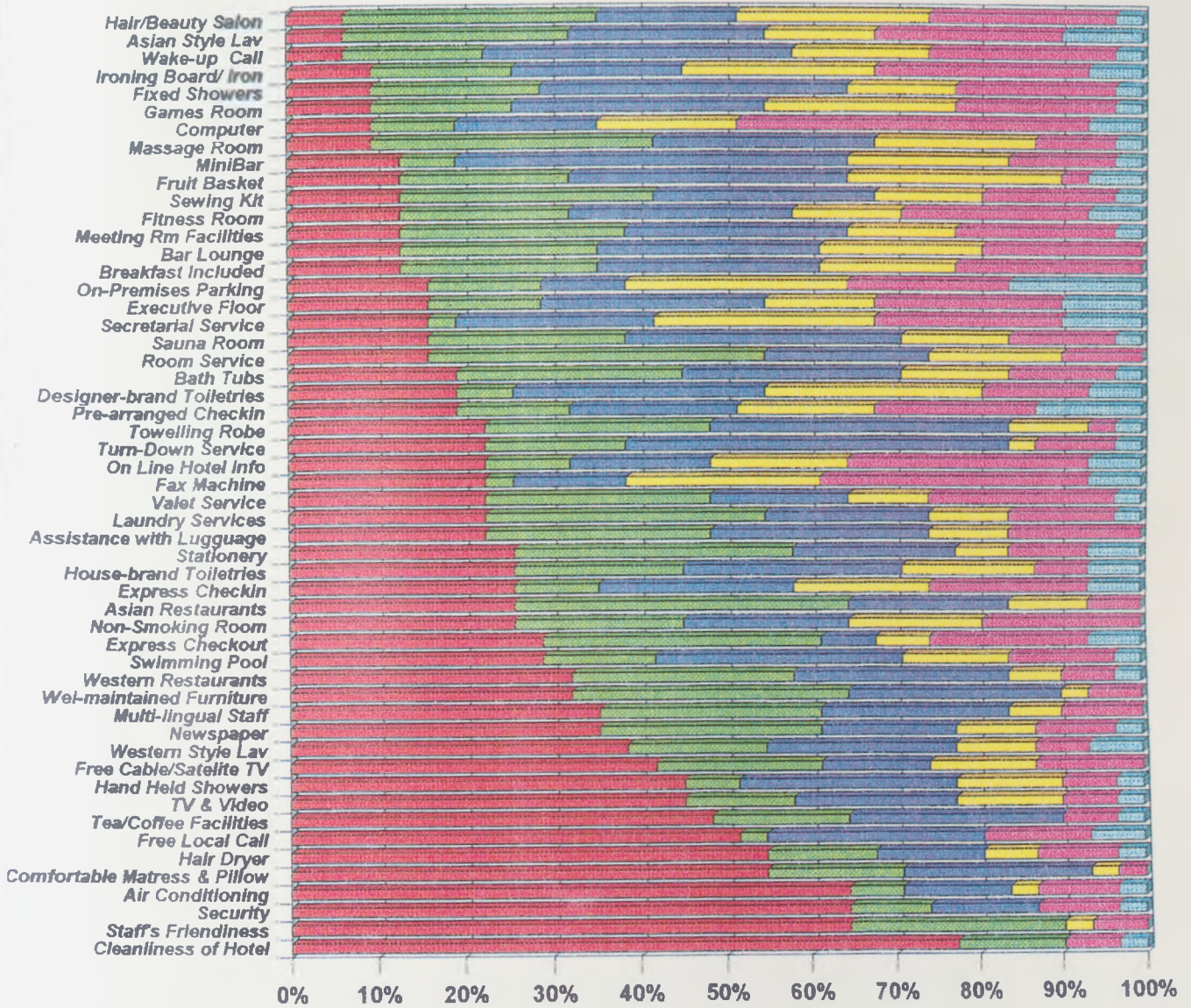
Relative Importance of Different Factors Which Affect Comforts & Ambience (Leisure & Tourism)



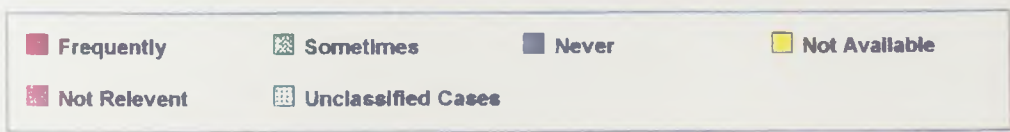
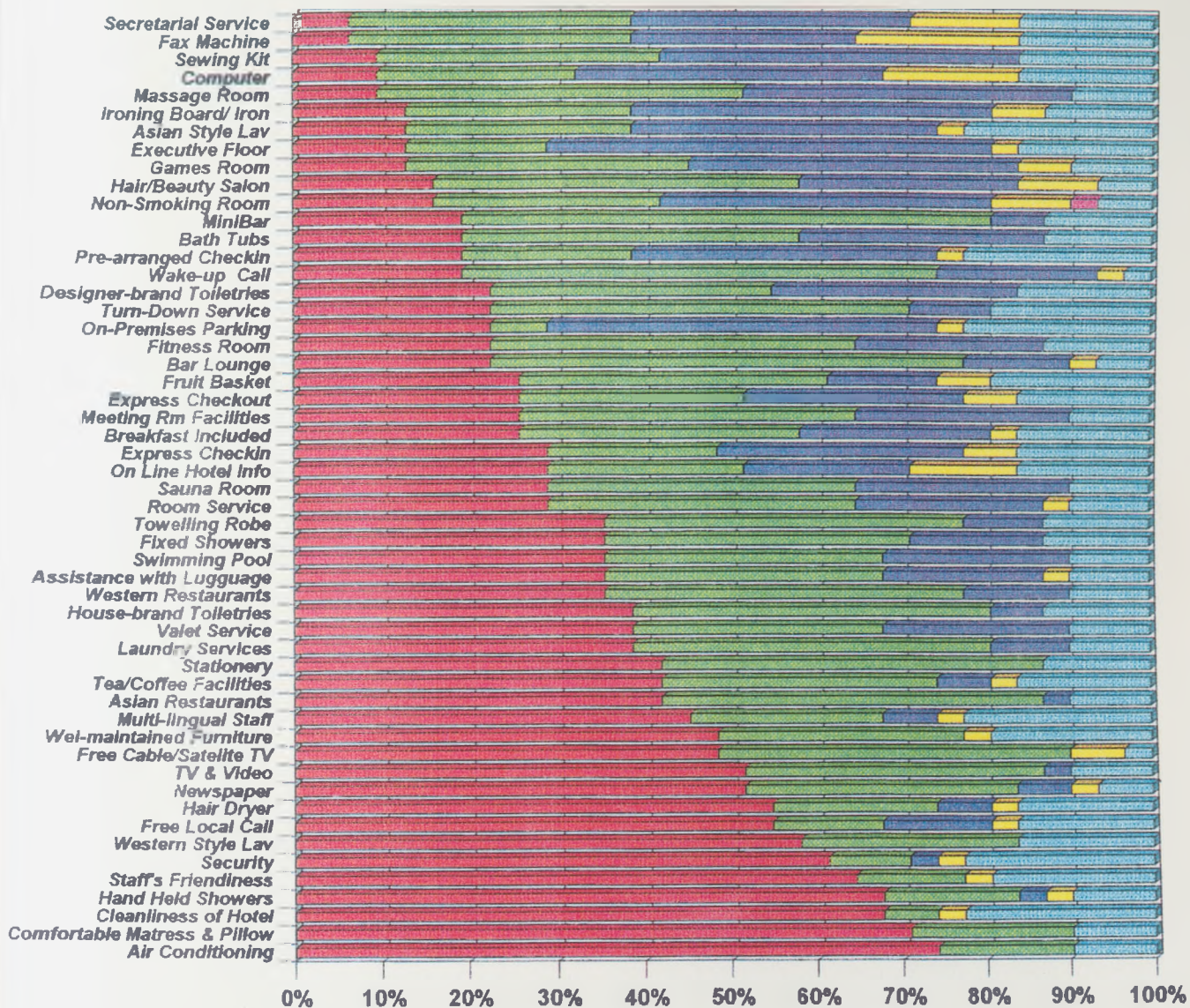
Relative Utility of Different Factors Which Affect Comforts & Ambience (Leisure & Tourism)



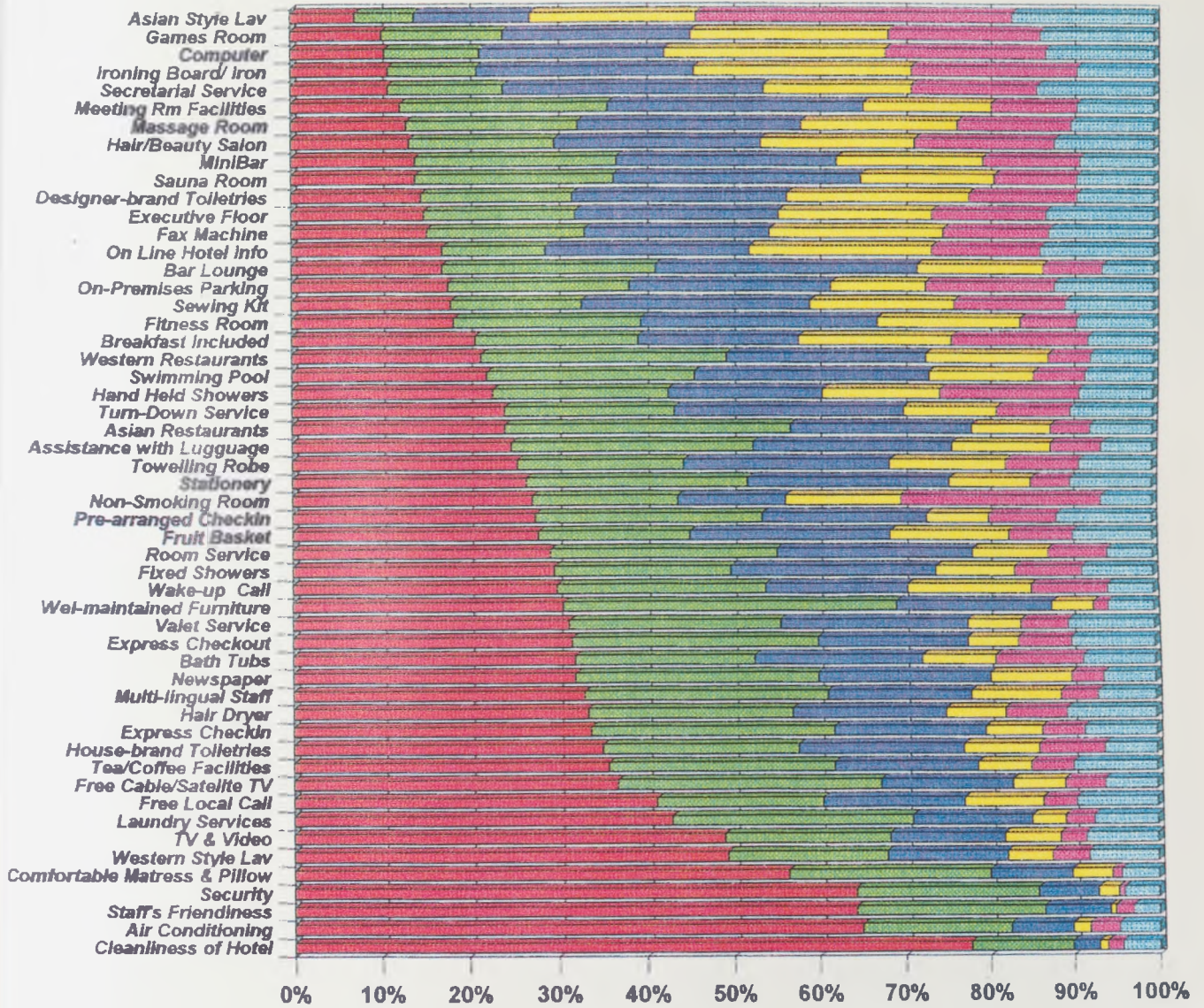
Relative Importance of Different Factors Which Affect Comforts & Ambience (Conference/ Convention)



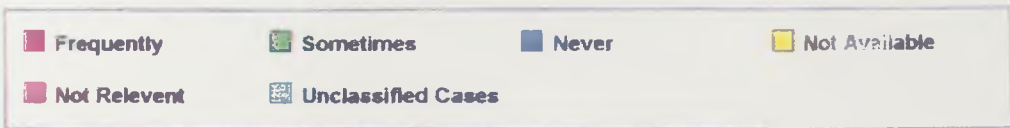
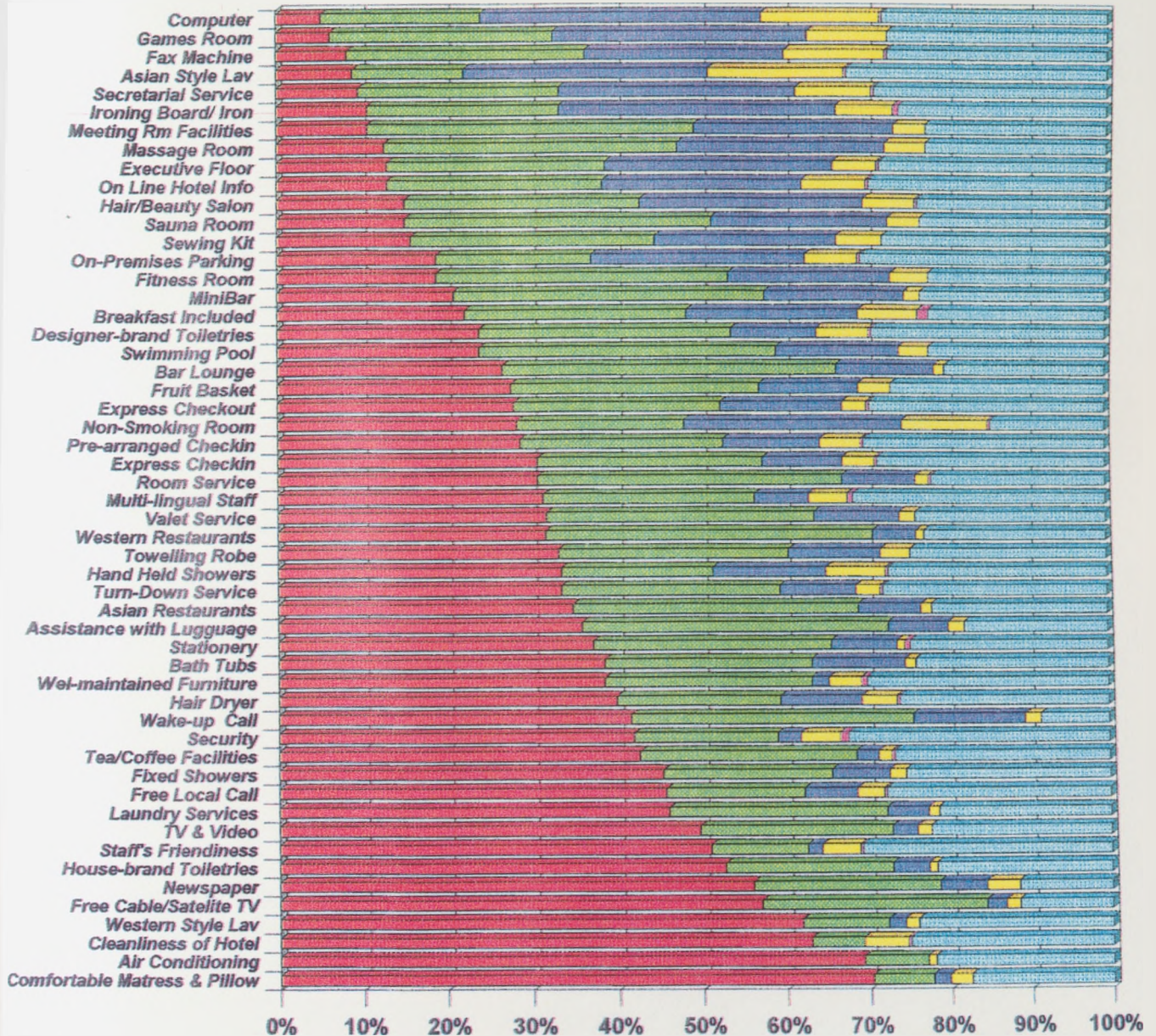
Relative Utility of Different Factors Which Affect Comforts & Ambience (Conference/ Convention)



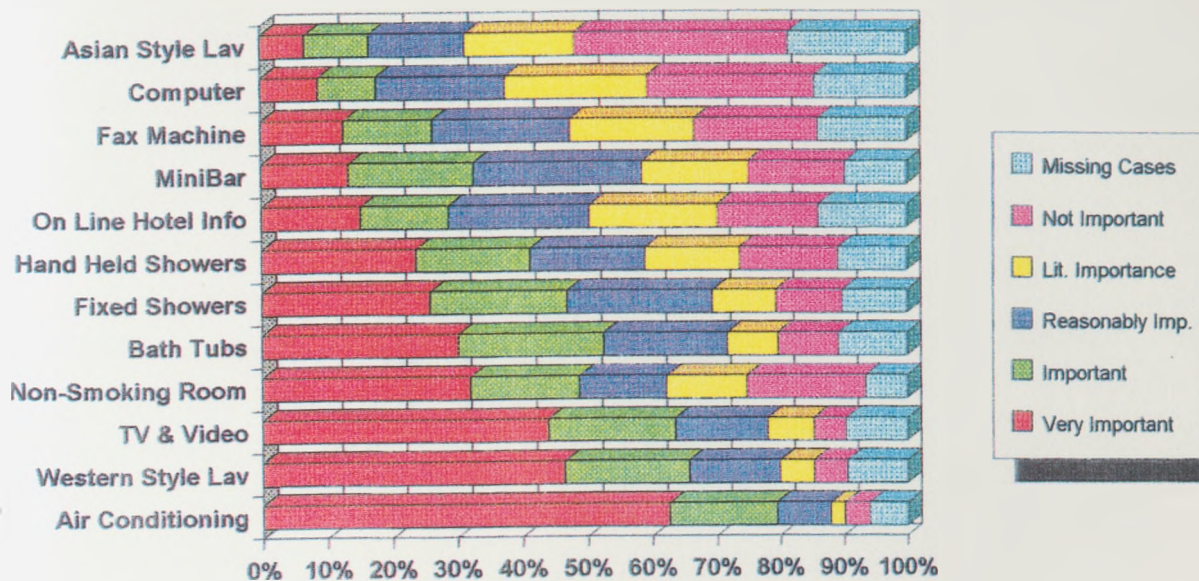
Relative Importance of Different Factors Which Affect Comforts & Ambience (Business)



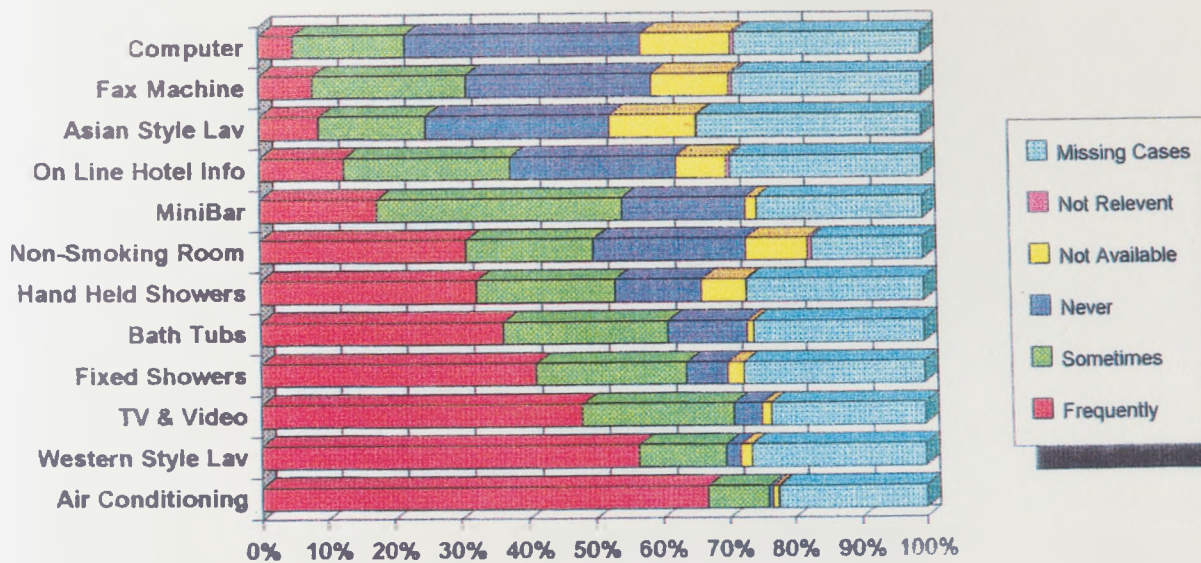
Relative Utility of Different Factors Which Affect Comforts & Ambience (Business)



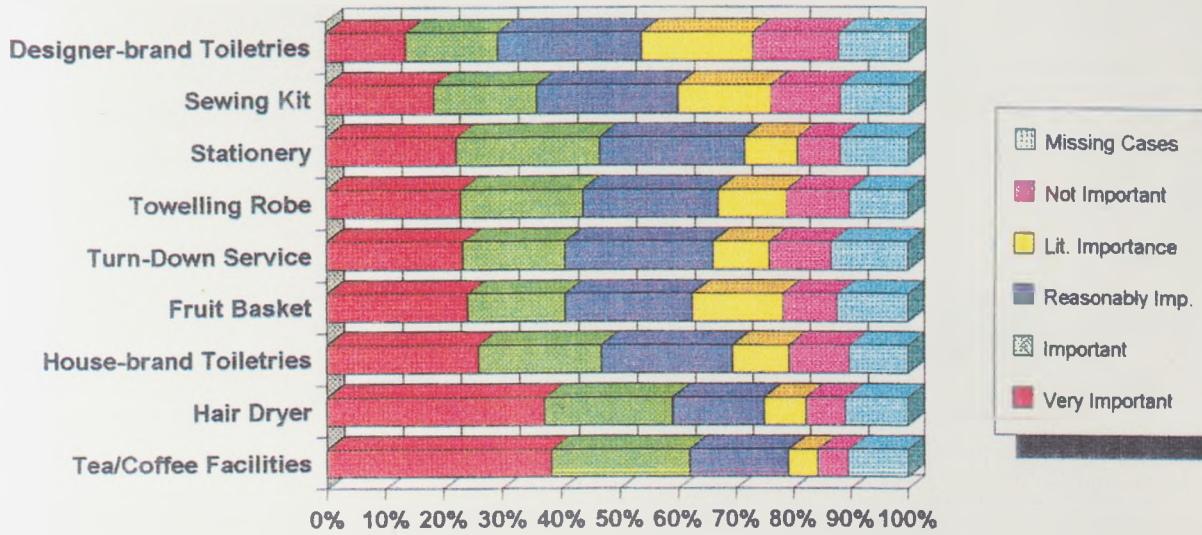
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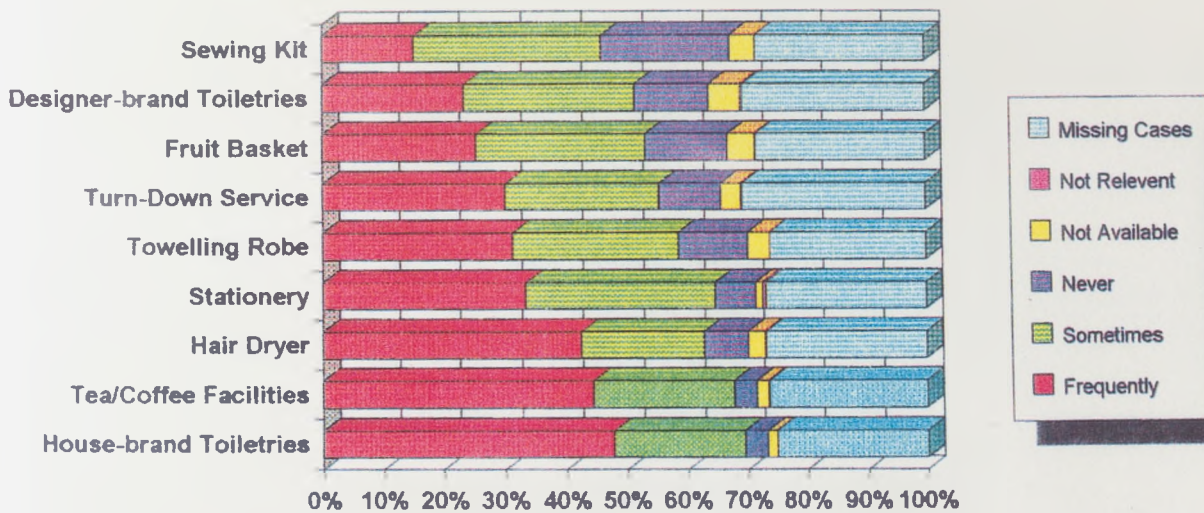
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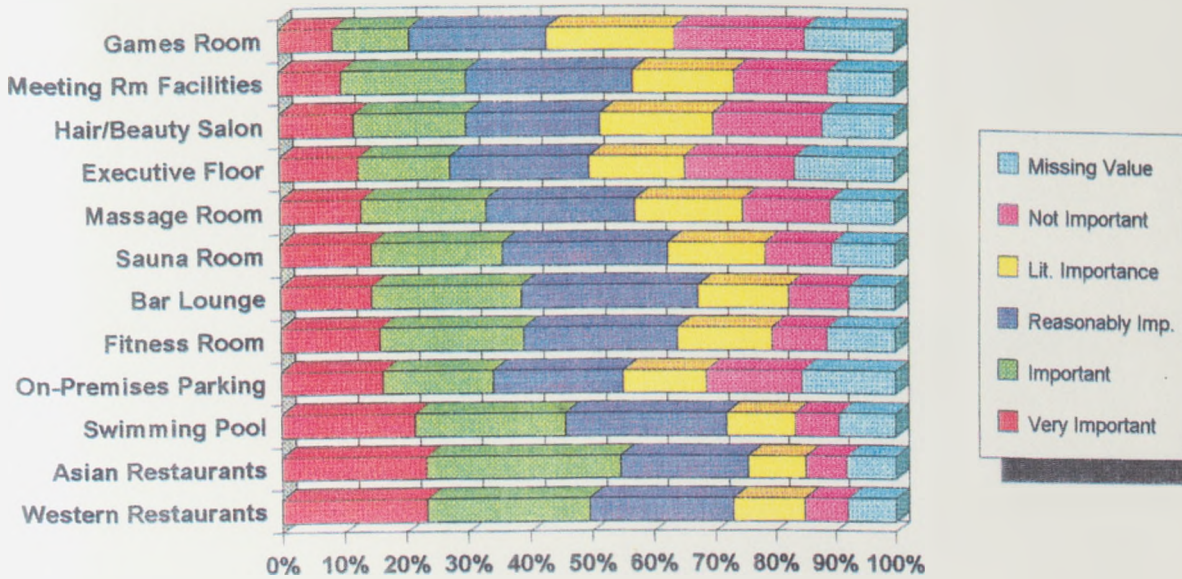
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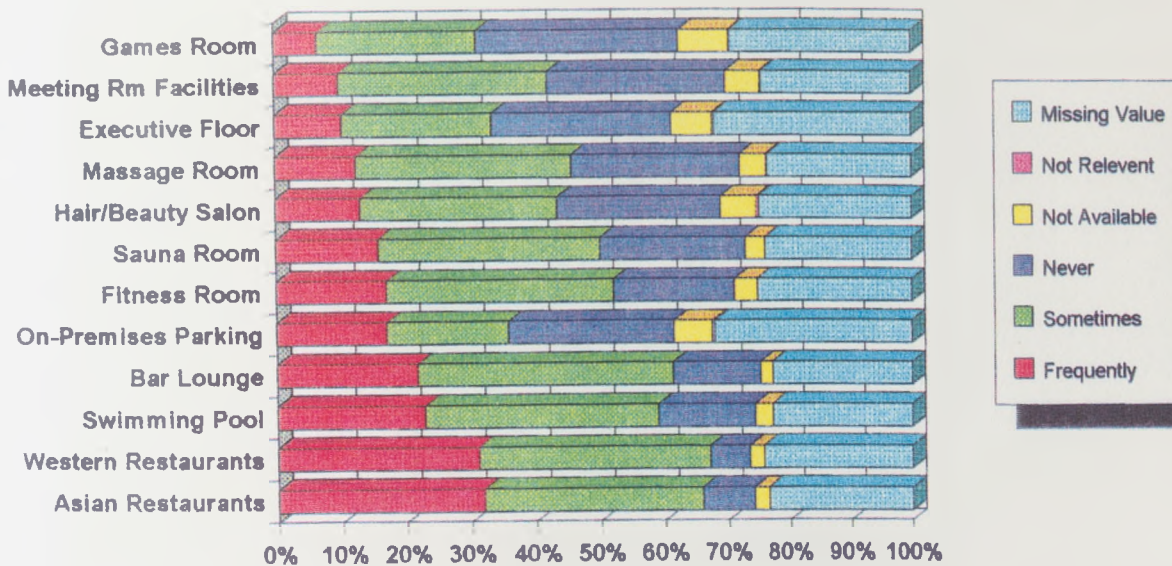
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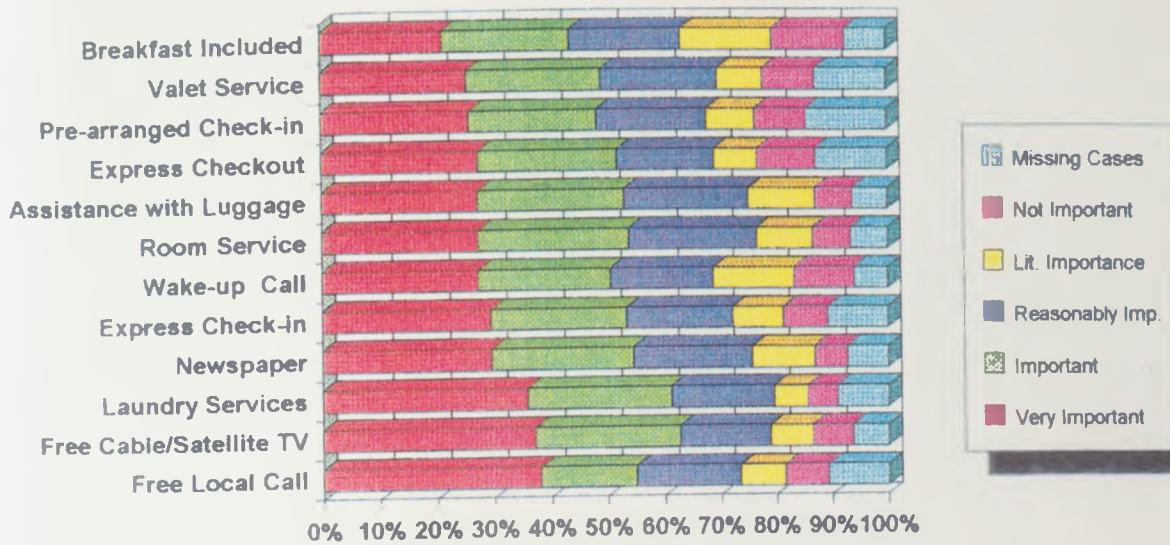
Relative Importance of Different Common Hotel Facilities



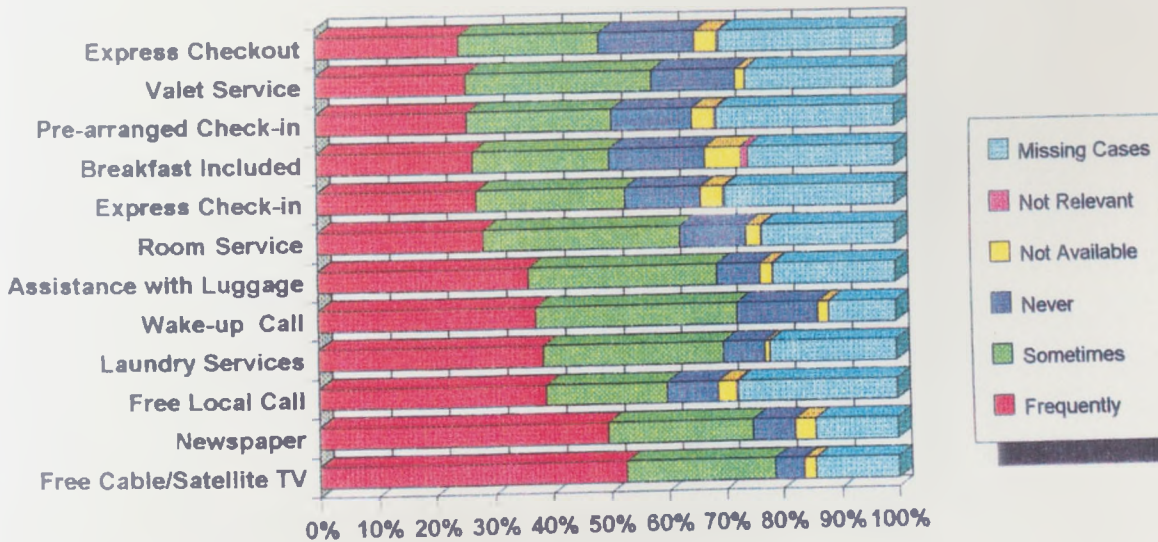
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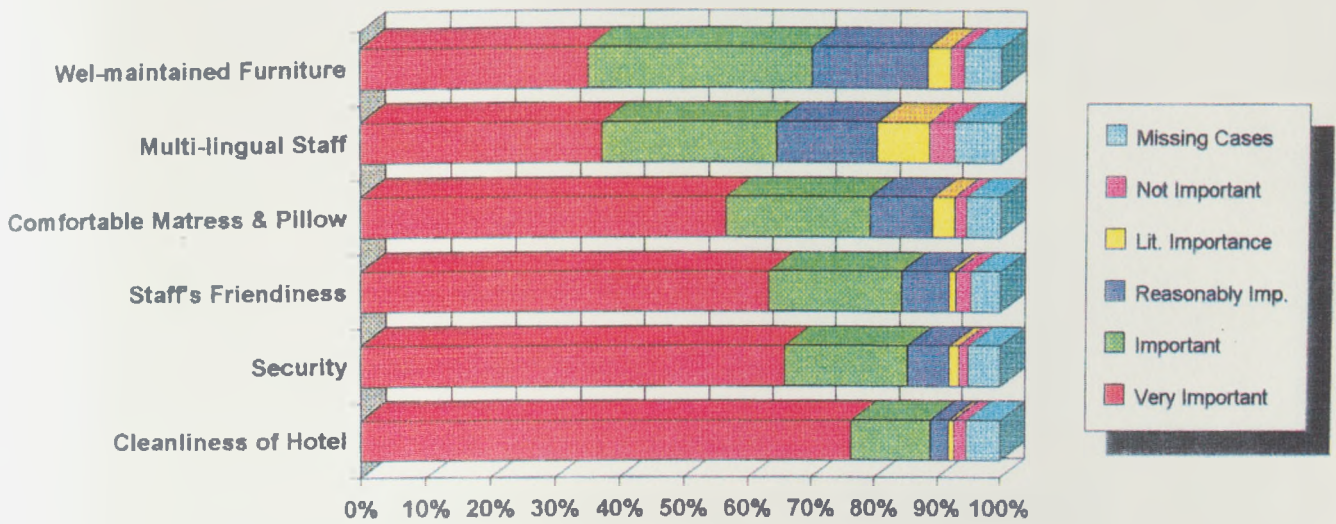
Relative Importance of Different Hotel Services



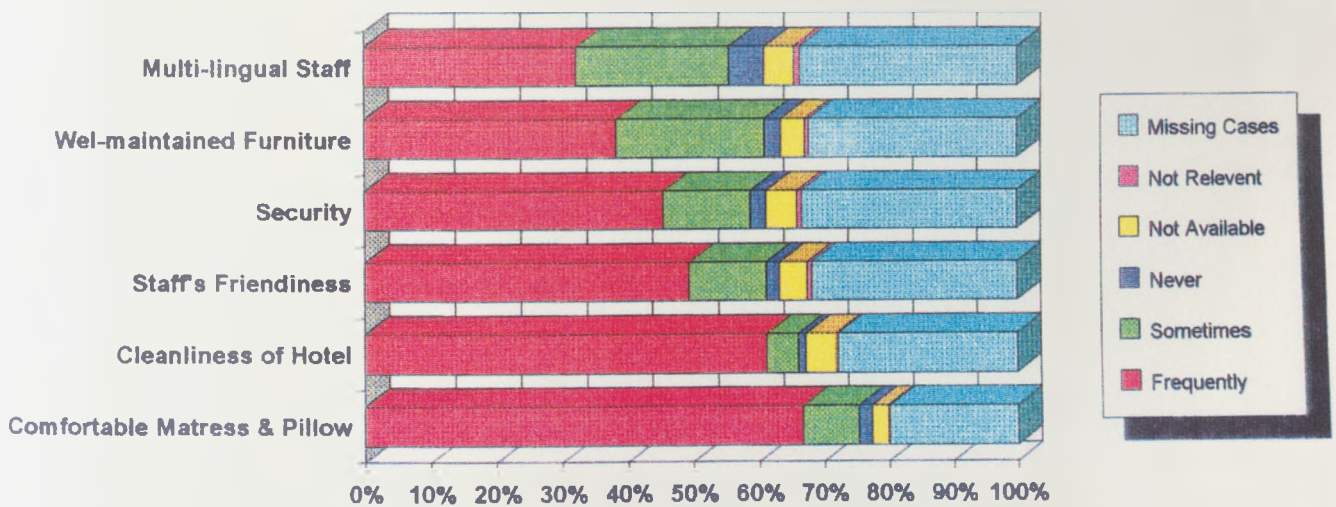
Relative Level of Utility of Different Hotel Services



Relative Importance of Different Factors Which Affect Comforts & Ambience



Relative Utility of Different Factors Which Affect Comforts & Ambience



Chapter 9 - Summary And Conclusions

“The Reality And The Vision - China’s Hotels”

Summary

This research investigated the environment of China’s IJV hotels by examining the views of those employed within these institutions and of those who use them. In summary, Study 1 examined the views and opinions of (n=65) expatriate managers working in IJV hotel companies in the PRC on the current situation and future potential of China’s hotel industry and its’ staff. Study 2 examined the attitudes and perceptions of (n=166) rank and file staff employed in these hotels, towards the hotel industry as a career, to their feelings towards foreign visitors using the hotels, and to the education and training they would like to receive. Study 3 examined the views of (n=102) local supervisors and junior managers towards the industry and its future, about their long-term career prospects and goals, their attitudes towards expatriate managers and local colleagues, and to the levels and value of the training they received. Study 4 examined the views of (n=558) customers using these properties to determine whether the variety, level and quality of services that hotels were offering met with those guests’ wants and needs. These studies, singularly and collectively, attempted to investigate issues and answer questions mainly related to the cultural impact of “foreign” corporate policy and decision making in China’s hotels as against what is actually wanted and needed by local practitioners in developing industry.

More specifically, the research looked at; whether IJV hotels in China were satisfying guest needs, whether traditional Chinese culture had any influence on the attitudes of hotel workers in China and whether the concept of equality, encouraged by the cultural standards of the 1947 revolution has created problems in the management of hotels; whether the current example of management practice is western biased and the relevance this has to the needs of China's hotels; and whether hotel training currently offered in China was unsystematic, and unrelated to the needs of the Chinese hotel industry. From these initial questions, and after a comprehensive review of current literature several primary and secondary research questions were developed:

- RQ1. Traditional Chinese culture and the revolutions which have taken place in China, will have a bearing on the ability of the staff to differentiate between service and servitude.
- RQ2. In order to provide appropriate training and development, international hotel corporations should consider the implications of cross-cultural interaction, in that all hotel employees should receive training on how to better cope with guests and colleagues with different cultural backgrounds.
- RQ3. The provision offered by international "brand name" hotels operating in guest countries is not necessarily that expected or required by the host market
- RQ4. Global hotel corporations should be moving towards localization policies, specifically in the areas of management staffing.
- RQ5. Transferred employees, overseas expatriates, and their families, should receive CCT before they start working in their designated host country.

RQ6. Hotel training is unsystematic, and unrelated to the needs of the Chinese hotel industry.

RQ7. Management practices in IJV hotels are western biased and of questionable relevance to the needs of China's hotels

On reviewing the information and data received from both primary and secondary sources these research questions and assumptions can now be examined and tested more closely, and a set of conclusions and recommendations produced.

Conclusions

RQ1. Traditional Chinese culture and the revolutions which have taken place in China, will have a bearing on the ability of the staff to differentiate between service and servitude.

“Culture is an acquisition of social programming which is established from the moment we are born, and is conducted by those who are around us”.

Reischaur and Fairbank (1958) -op.cit

“Culture is the collective programming of the mind that distinguishes the members of one category of people from those of another”.

Hofstede and Bond (1988) - op.cit.

As can be seen from the above definitions, cultural values are an acquisition of life, and are developed through exposure to the norms of one's formative society. If people

who have different culturally based values, norms, behaviors and beliefs must interact, difficulties arise because faulty attributions are made about the motives and meanings of the others' behaviors since these attributions are based on the attributers' own cultural norms and world view (Bochner, 1982). Cultural values are something that can, and do change, but this change is often slow to occur. China, as one category of people, has like any other nation has developed a set of cultural values because of its history and traditions, which are accepted by its people, and which affect the way these people think and behave. Many empirical studies in the areas of culture, (Hofstede 1985, Bond 1989, Redding 1980, Snow-Kietel 1990), have shown that cultural dynamics have significant effects on attitude, on the interpretation and assimilation of concepts, on learning and cognizance and on subsequent management style.

China's hotel industry is apparently still lacking international standards or international styles of service; (Cullen 1988, Gluckman 1993, Cook 1989); and it has been suggested that this has been influenced by the establishment of the communist state in 1949 and the subsequent culture and events fostered by this ideology. Whilst this still remains a somewhat contentious question, it is a view supported by current literature; (Bond and Kwang-kuo 1986, Cornell Quarterly 1988 v28 No.4, Armstrong and Jung, 1992, Satow and Wang 1994).

This belief is supported by the statistical evidence displayed in the research findings which strongly suggests that many of the problems experienced by the management of IJV hotels do in fact stem from the cultural background and the political ideology of

the people of China. The findings of these studies show that in Chinese society, status and security still have strong traditional cultural values, and that the more recent Maoist doctrines and policies intensified the traditional collectivist culture to heights whereby it became expected that the state would provide all. Despite modernization and current reforms, such expectations and traditions still exist and are seen to be particularly strong in a certain demographic stratum of the Chinese population, notably those aged over 35 years. This age group are old enough to remember, and to have been influenced by the Cultural revolution, and it is this age group who effectively hold much of the power in modern China and its industries. Study 1 showed that expatriate managers have particular problems with staff, with bureaucracy, with supply routes, and with internal management structures, which they attribute to the heritage of the Cultural Revolution. Study 1 also showed that expatriate managers firmly believe that the service ethos is lacking in China, because it is not considered as a strong characteristic of traditional Chinese culture, and because of the recent political history which produced a set of values within the PRC whereby the average Chinese citizen sees waiting on people as being demeaning. With regard to the hospitality industry, this was interpreted by managers as being a major element in reducing the interest amongst PRC nationals in taking up jobs in the service industries. Managers attributed this factor to the particular cultural traditions relating to face and self dignity, and to the effects of the Cultural Revolution. These characteristic values are still common and are regarded as important by Chinese ethnic groups, and such values make it hard for locals to accept criticism or complain, thus their perception of service, and their methods of delivering service are very different to those of other nationalities.

This inability to accept criticism or complaint because of “loosing face”, was seen as a major component in contributing to the problems managers experienced with staff.

Thus, the assumption that; traditional Chinese culture and the revolutions which have taken place in China, have a strong bearing on hotel staff in that they are frequently unable to differentiate between service and servitude is accepted.

RQ2. In order to provide appropriate training and development, international hotel corporations should consider the implications of cross-cultural interaction.

Current literature; (Shames & Glover 1988; Welch, Tanke and Glover 1988; Pizam, 1989); and others; suggest that managing a service organization involves managing both people and their culture. This thinking recognizes that differences in cultural background may cause miscommunication, misunderstanding and dissatisfaction among staff members. It also considers that culturally aware managers must recognize the impact of culture on their work force, their guests and their operation. Developing cultural awareness is considered a professional obligation for all managers in order to help them become more aware of the values, habits, customs, and lifestyle of their work force, all of which must be understood to develop an effective working environment. One school of thought (Hymer 1986; Hofstede 1989; Reynolds 1990) professes that cultural awareness is one of the subtle features of competition in world markets, and firms which are better at it have a distinct advantage over their competitors.

There is division amongst current writers on how to deal with these problems of cross cultural interaction, and over the appropriate management style to adopt because of this problem. One main theme, (Evans 1989; Shenkar 1990; Batson 1992) asserts that the management style adopted in a specific society is determined by the level of technology, or by the general state of development of that society. The other main theme, (Swierczek 1989; Wang 1992; Satow and Wang 1994), claim that the specific culture of a society is a dominant factor in management style, and that management will retain its own unique cultural identity even as society develops. It seems likely that both themes have some validity and that management style is a function of industrialization but is tempered by cultural characteristics

Within China's IJV hotels the most frequently identified operational management problems, that may be considered as inherent to China's history, tradition and culture, are those involving human resources management, management structure and the focus of operational decision making processes. (Swierczek 1989; Kobrin 1989; Newman 1989; Wang 1992; Satow and Wang 1994).

The statistical findings of the studies confirms these views and show these three areas to be the principle sources of internal conflict within IJV hotels. Study 1 shows that expatriate managers generally consider human resources issues to be a major concern, and that the problems associated with this area stem from poor cross-cultural interaction, principally the lack of cultural awareness on behalf of both parties involved

in any given cultural transaction. This study also demonstrates that both hotel staff and many PRC officials behave in predictable ways in certain situations, and that confrontation with cross-cultural issues can result in negative behavior. Study 2 shows that local hotel staff carry firm convictions and beliefs about the expected behavior of various ethnic visitor categories, and will react in certain and different ways to different visitor groups. Study 3 shows that local managers and supervisors carry a set of beliefs and opinions about their expatriate superiors, and will display behavior in accordance with these views. Study 4 shows that the international visitor is experiencing a degree of hostility from some elements of PRC hotel staff and public officials.

The cost of failed cross-cultural encounters can be high, with losses not only including the loss of profit, but also the unmeasurable losses of damaged hotel reputation, loss of loyal customers and loss of future business. Such behavior is negative to the consistent development and the goodwill of the hotel industry and the issues causing this behavior need addressing. Whether this is done by developing cultural awareness in expatriate managers, local staff, or both remains to be seen. However as the foreign visitor is the least likely part of the “cultural triangle” to make concessions, it would appear that, in addition to merely providing technical training, training and education for hospitality staff should include aspects of cross-cultural interaction in order to facilitate adequate and appropriate training development for both local staff and expatriate managers.

Cross-cultural training programmes in the hotels are mainly applicable to three

categories of personnel: expatriate managers, local staff who have contact with culturally diverse categories of guests, and staff going on overseas assignments. Cross-cultural training approaches including training in the areas of; cultural awareness, the needs of different cultures, sensitivity and flexibility with people from different cultures, and understanding colleagues' and guests' verbal and non-verbal communication behaviors.

Thus the statement that in order to provide appropriate training and development, international hotel corporations should consider the implications of cross-cultural interaction is accepted.

RQ3. The provision offered by international “brand name” hotels operating in guest countries is not necessarily that expected or required by the host market.

Current literature presents little in the way of either support or denial to this question. Baker, et al (1993), showed how the levels of expectation varied with the location of the hotel and the culture of the host nation. Bowker (1988), and Reynolds (1990) imply that foreign concerns only have an advantage over local companies when the majority of their customers are from their home country and that the western approach is not always the right one for every country or situation. Cullen (1988) comments that the standards employed in China's NHEC 5-star hotel grading system standards are not comparable with international expectations and norms, but fails to define either

these international expectations and norms, or to comment on local expectations and norms.

Statistic data, presented in the findings of the study, would suggest that whilst the local market for IJV hotel provision in the PRC is relatively small at this moment in time, representing only around 10% of the total market, it is a developing area, with a great deal of future potential. The study was limited in that it was not possible to sample state owned or managed hotels by way of comparison, the percentage of local Chinese surveyed was thus small (10%), and the corresponding majority of guests surveyed were overseas travelers.

Study 1 showed that the local market was developing rapidly, especially in food and beverage areas, but whilst the local market was seen as an important growth area, the interviewee's predicted that international travelers would still select known "brand name" hotels of the four and five star category. However, managers also agreed that locals staying in the hotels preferred Chinese restaurant outlets, as the majority of such users were still not familiar with western food, and that many locals perceived western and international outlets to be expensive. Study 2 shows that of all visitor groups, local Chinese visitors are overall the least highly regarded by hotel staff, and that they are perceived to be more demanding in their wants and needs. This could indicate that these visitors are less familiar with the international standards on offer, less comfortable with these standards, and prefer something more akin to their normal expectations. Study 3 had no applicable findings to this research question. Study 4

showed that whilst Asian visitor groups, including all ethnic Chinese, Japanese and other South East Asians, amounted to 69% of total visitors, these visitors were apparently satisfied with the levels of provision offered by the IJV hotels. From the data presented, the perception that different ethnic groups of consumer had distinct and separate needs proved to be largely unfounded. On the whole the differences in their wants, needs and expectations proved to be minimal. However, guests did comment of the lack of conformity between standards in PRC properties operating under a corporate “brand name” and similar hotel properties elsewhere.

Currently the predominant market for IJV hotel is the South East Asian business traveler, and not the local market. In consequence, there is a lack of evidence to support the statement that, the provision offered by international “brand name” hotels operating in guest countries is not necessarily that expected or required by the host market, and the findings suggest a need for further study.

RQ4. Global hotel corporations should be moving towards localization policies, specifically in the areas of management staffing.

Current literature, (Gladwin and Walter 1980, Kolde 1985, Livingstone 1989, OECD 1992), and current corporate thinking by many MNC's (Coca-Cola, IBM, Citybank, Shangri la, Sheraton) suggests an increasing movement towards supporting strong localization policies. However, the progress of such localization policies depend greatly on the numbers of available, trained and qualified local managers.

Whilst the survey findings show that progression towards management positions by local staff is both possible and available, much of this potential is being currently eroded by the high staff turnover problems that the hotel's are experiencing. Such erosion depletes the potential available numbers of local staff who may be capable of senior posts,. It would appear that despite a desire by hotel companies to localize, conditions are not yet optimum for this move to take place.

The data presented in Study 1 shows that a local managers' knowledge of his own culture, and the procedures necessary to operate in a local market place, must have a value to any organization. It also shows that most of the expatriate managers see themselves as being in the PRC to train, with the ultimate result of this training being greater localization. Similarly, all of the hotel companies expressed policies in favour of promoting and developing full localization.

However, the statistical data exhibited in Study 3 shows that currently there is a severe shortage of available, trained and qualified local managers. It would appear that whilst local managers would like to consider themselves as potentially equal to expatriate managers, and have a desire to see greater localization, in general terms a large majority (80%) of them still see the need for expatriate managers to be employed because of their experience, the ability to learn from them, and their skills.

The assumption that; global hotel corporations should be moving towards localization policies, specifically in the areas of management staffing is supported by the findings of the surveys, however the limitations currently in place within the PRC, are proving this to be a difficult policy to implement.

RQ5. Transferred employees, overseas expatriates, and their families, should receive CCT before they start working in their designated host country.

Almost all of the available current literature, (Seelye 1979, Heenan and Perlmutter 1979, Bochner 1982, Doz & Prahalad 1986, Pizam 1989, Black and Mendenhall 1990, and others), supports the viewpoint that overseas expatriates, and their families, should receive some degree of cross cultural training before they start working in their designated host country. For example, Heenan and Perlmutter's (1979) study, shows that a disproportionately high percentage of all communication between the head office and its subsidiaries dealt with problems of expatriate adaptation to overseas living.

If expatriate hotel managers are sensitized to cultural differences between their home and host countries, they will then be able to appreciate the uniqueness of the of the people in the host countries, and will seek to make allowance for such factors when communicating with local employees. Very often hotel corporations just focus on technical pre-assignment training and briefing, without provide adequate personal adjustment and cultural training. The lack of such a holistic approach in the capitalization of human assets, and the lack of adequate pre-departure and post-arrival

training programmes for expatriate managers according to Chew, Tsai & Teo, (1990) leads to an arrest of human resources development and inevitably affects their job performance levels.

The evidence presented in the findings of the studies, notably Study 1, showed that despite obvious differences in nationality, ethnocentricity, job classification, age, background and experience, all of the managers interviewed had encountered problems with their China posting, and many were still experiencing these problems.

The most frequent problems encountered by expatriate managers were in the areas of; exposure and adaptation to a new culture; communications; internal and often conflicting management structures; pressures arising from the Chinese political and bureaucratic structures; attitudes of local staff, general staffing problems; personal conflict arising from differences in standards and perceptions of isolation; and lack of pre-assignment training. These problem were not limited to western expatriates, but were experienced by almost all of the managers at the initial stages of their China assignment.

In general almost all of the expatriates interviewed felt they needed to know more about the local environment before their posting. Only one manager (1.5%) of those interviewed, had a positive experience of good pre-assignment training and exposure, and this was from a previous employer. Managers experienced a variety of “culture shocks” because of poor orientation or prior training, and complained that their

employer had been of no assistance, that they were given no orientation, and no help in dealing with the local bureaucracy in gaining visas and work permits. This was considered by many as very off putting, as a big cultural shock, and as a initial disappointment to what promised to be an exciting and stimulating appointment.

Studies 2 and 3 similarly showed that local staff considered the biggest problems they encountered when dealing with expatriate managers were accountable to cultural differences, with the most frequently cited perceived disadvantage of employing expatriate managers, as being their lack of understanding of local culture (62.4%).

Thus, according to the findings, the assumption that transferred employees, overseas expatriates, and their families, should receive CCT before they start working in their designated host country is accepted.

RQ6. Hotel training is unsystematic, and unrelated to the needs of the Chinese hotel industry.

There is literary evidence to suggest (Cook 1989, Tao and Chang 1989, Zhao 1991, CNTA 1992) that the levels of state provision for hotel education and training, whilst slowly increasing in terms of quantity, are still highly inadequate in terms of quality. These studies indicate that existing state provisions for training hotel staff are inadequate, that there are distinct variation between course content from one institution to another, and that such provision has insufficient relevance to the current

technological requirements of a new and developing industry. Cook (1989), for example, argues that the lack of adequate government funding for training and vocational schools is greatly inhibiting the growth of the Chinese tourism industry. When applied to in-house and on-job training programmes, there is little recorded evidence available in current literature to support the hypothesis that hotel training is unsystematic, and unrelated to the needs of the Chinese hotel industry.

The findings of these studies strongly support the literary view that current government provision is unsystematic, out of date, and unreliable. However, from the evidence presented there would seem to be some conflict of opinion with regard to the quality and reliability of corporate in-house and on-job training.

Study 1 showed that hoteliers generally felt that the government was being very slow in introducing a systematic education programme for the hospitality industry. This was attributed to a number of factors which included a lack of resources and trained staff; no common national curriculum or system, a lack of awareness of international standards; and that what little current development that was taking place in this area had a tendency to focus on tourism related course rather than hospitality specific courses. Managers also considered that as the industry in China is looking for trained operatives, there is greater need for the hotel schools to develop specialist courses relating to the major operational areas of hotel work.

In-house training was commonly seen as a predominant but contentious issue within the industry by expatriate managers. Training was regarded as essential because the current endemic problem of rapid staff turnover, increasing occupancy rates, and because consumer demands for value and quality generated a perpetual need for more and better trained staff. However, managers also considered that training in the PRC was a time consuming and expensive but necessary evil, which provided only a short term solution to these difficulties. With so many staff apparently needing training, most managers claimed to be highly under resourced in this areas. Consequently training standards and values differed considerably and at random from property to property, and there did not seem to be any clear cut differentiation between standards in different organizations, and quality appeared to be derived from individual budgets, perceived needs, and the beliefs and convictions of the current General Managers and Training Managers. On a corporate basis, all of the companies surveyed were taking positive steps to investigate future training opportunities by looking at sponsorships, corporate training institutions, and similar joint venture training schemes.

Study 2 showed that local rank and file staff held training to be important, that PRC hotel staff see on-job training, closely followed by in-house training, as the most appropriate way for them to learn practical subjects, and that these training mechanisms rank higher than formal hotel training in government schools. Study 2 also shows that the training and education of these staff could be greatly enhanced by the implementation of informal and incidental learning programs within the workplace, possibly linked to more formal training courses. Overall this category of staff placed

great emphasis on the values of corporate training in terms of quality, cost, duration, instruction, and relevance, and, with the exception of university education, placed a much lower emphasis on the same values in the state system.

Study 3 shows that local supervisors and junior managers also consider training as highly important, with all of the survey sample expressing a desire for further management education and training. This category of staff also perceive corporate in-house training to have a marked value to their future careers and feel that state education and training is currently less effective than corporate training mechanisms. Overall it would seem that whilst management can see the limitations of current corporate training mechanisms, staff see the personal advantages of such programmes and thus view them in a more positive light.

In summary, it may be concluded that whilst some properties are providing explicit and systematic training programmes, others are failing to do so. On a corporate basis, it seems evident that the IJV companies are attempting to address the issues in a systematic way, albeit slowly. Similarly, the evidence that state programmes are currently unsystematic and irrelevant to needs would appear to be conclusive, and point to the fact that much more development is needed in this area.

The assumption that hotel training is unsystematic, and unrelated to the needs of the Chinese hotel industry, therefore holds some current validity.

RQ7. Management practices in IJV hotels are western biased and of questionable relevance to the needs of China's hotels.

This research question represents a summation of the preceding hypotheses, and of the whole philosophy of the study, i.e. that the hotel industry in the PRC should be allowed to develop along local lines and according to local tradition and culture.

One of the introductory statements made in the opening chapters of this study asserted that: "hotel companies operating in this region originally imported western standards to meet the needs of the predominantly western customer base of that time, and that the practice is still current despite the apparent shift in the market", thereby implying that these practice should be adjusted to a more Asian bias to meet the needs of a more Asian market. Whilst the presumption that western standards were originally imported is correct, the assumption that they should be changed at this moment in time is less than certain. Undoubtedly the concepts of hospitality are perceived differently by China's local inhabitants, than by the western practitioners and managers who are operating within the PRC. Likewise, where indigenous companies are operating within the region, there is a clear distinction between the structure, character and provision of these companies, than those found in IJV guest organizations. However, as this study was only able to focus on IJV companies such comparisons can only be based on secondary data and personal observations.

Study 1 shows clearly that despite the fact that a large percentage of expatriate managers employed in IJV properties are ethnic Chinese, the management style employed in most of the PRC's joint venture hotels is predominantly western in concept. These expatriate Chinese managers are western trained and have been exposed to western values for all, or most, of their lives. Such managers appear to offer the perfect compromise to the IJV companies, they have the "right face" coupled with the "right corporate experience". Similarly most have Chinese language skills, and some traditions of Chinese culture through family exposure. However, this part of the study also shows that a majority of the General Managers employed by these IJV companies were in fact of western ethnic origins. With such an assembly of top managers having western training and holding western concepts, together with the western orientation of corporate policies it is unlikely that management practice could be anything other than western biased.

Just how well western managers and indeed expatriate Chinese and Asian managers, cope with pursuing such operating policies within the confines of a sectarian state, presents a different abstraction on this issue. According to state concepts, much of the western bias in management terms is still seen as unprincipled and subversive to local communist party ideology. Study 1 shows that many expatriate managers, and consequently their parent companies, by the very nature of their background and ethnicity are experiencing conflict at internal organizational, and external bureaucratic levels because of such ideology. This could lead to an assumption that a degree of compromise between local systems and western systems is required, although it must

be remembered that any such compromise, in order to be effective, needs two way commitment. The quote from one interviewee that; “China was a nation trying to stand on two boats”, i.e. that China was struggling to retain its traditions and its own methods of practice, whilst at the same time attempting to incorporate and adopt western concepts and principles aptly sums up this situation. Most managers concurred and believed that the Chinese only wanted to accept foreign intervention within the framework of their own culture and on their own terms, which meant that expatriates operating in China had to, at least tacitly, accept Chinese cultural values, beliefs and traditions without open question or comment.

Study 1 also proved a clear need for the introduction and incorporation of international standards, systems and procedures, by showing that local staff had little concepts of such standards, whilst the predominant customer bases expected international standards and quality.

Studies 2 and 3 show that local staff see the industry as a way to develop their skills and knowledge, principally through the intervention of expatriate managers as training agents. This indicates a perceived need for, and intrinsic belief in, the values of western management concepts and styles. The studies also indicate a consecutive resistance to these western values because of conflicting local cultural and ideological values. This presents an interesting dichotomy of opinion and beliefs, which creates the potential for the internal conflict that is frequently expressed in the visualization of “The China Syndrome” as reported by both expatriate managers and the international consumer.

Study 4 confirms that the whilst the predominant market sector is in fact South East Asian, the needs of this market sector, in term of hotel provision and the utilization of such provision, is concurrent with international needs and expectations. This suggests that the international hotel product has in fact developed sequentially with the needs of the international traveler, and that there is no clear cut distinction between the wants and needs of different ethnic groups. Whilst different ethnic groups of customers may have slightly different preferences or needs in terms of diet, the basic needs of comfort and security extend across all nations. These findings indicate that a western bias in terms of management style and practice is desirable from the perceptions of the international customer.

The evidence presented in the four studies would thus indicate that the management practices in IJV hotels are undoubtedly western biased, however the second part of the statement, that such practices are of questionable relevance to the needs of China's hotel industry would appear to be largely unfounded. China's IJV hotel industry, from the perspectives of both its customers and its staff, currently appears to need the direction, standards and systems imparted by western/international management. Regrettably no comparison could be made with state properties, who served a much higher percentage of local consumer, and this is a potential topic for further research. In final conclusion the prime assumption that, management practices in IJV hotels are western biased and of questionable relevance to the needs of China's hotels is largely rejected.

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APPENDICES

- A-1. Hotel Staff Job Satisfaction Questionnaire
- A-2. Hotel Staff Education And Training Survey - Repatory Grid
- A-3. Hotel Staff Perception Of Hotel Visitors Survey - Repatory Grid
- A-4. Local Hotel Supervisory / Managers Survey
- A-5. Customer Survey - English
- A-6. Customer Survey - Chinese
- A-7. Customer Survey - Japanese
- A-8. Expatriate Manager Survey - Transcripts
- A-9. Repatory Grids - Computer Printouts
- A-10. Customer Survey - Open Ended Question Responses - Computer Printouts

A-1. HOTEL STAFF JOB SATISFACTION QUESTIONNAIRE

HOTEL STAFF SURVEY - CHINA HOTELS

中國飯店業從業人員調查

This survey is designed to evaluate the effectiveness and to investigate the potential problems of hotel staff in China's hotel industry.

本調查旨在了解和分析中國飯店業從業人員工作情況和存在問題。

We count on your support to provide valuable information and suggestions.

我們期望您能提供有價值的信息及建議。

The results of the survey will be given scientific analysis and used as a reference to develop curricula for hotel management courses. It is also believed that the research findings would offer possible solutions for managers in the hotel business.

我們將對調查結果進行科學分析，並在設計飯店管理課程中作以參考，研究結果將有助於飯店管理層解決經營中的實際問題。

The following questionnaire is part of the survey. Please remember that all information given in this questionnaire will be kept strictly confidential. We thank you very much for your co-operation.

SECTION 1. 第一部份

FACTORS OF JOB SATISFACTION.

工作滿意度因素

PERSONAL DATA :



个人简历

1. JOB TITLE

職位

2. AGE

年齡

- under 20 以下
- 20 - 30
- 31 - 40
- over 40 以上

3. SEX 性別

- male
- female

4. MARITAL STATUS 婚姻狀況

- single 未婚
- married 已婚

5. HIGHEST EDUCATIONAL QUALIFICATION 已達到之教育程度

- primary level 小學水平
- secondary level 中學水平
- post-secondary / university level 專上或大學水平

6. LENGTH OF EMPLOYMENT 工作年限

- less than 6 months 少於6個月
- 6 months - 1 year 6個月 -- 1年
- 1 - 3 years 1年 -- 3年
- 3 - 5 years 3年 -- 5年
- over 5 years 5年以上

7 (a) Have you been promoted during your time here? 在此工作期間，是否曾獲晉升

- Yes 是
- No 否

(b) If so, how many years ago was your last promotion? 如曾獲晉升，最近一次是什麼時候

- less than 1 year 不到1年前
- 1 - 2 years 1 -- 2年前
- 3 - 5 years 3 -- 5年前
- more than 5 years 5年以前

8. All in all, how satisfied are you with your present job? 總之，你對現在工作的滿意程度是

- very satisfied 非常滿意
- satisfied 滿意
- dis-satisfied 不滿意

9. Would you recommend the hotel industry as a career to your best friend? 你是否會把飯店工作作為一種職業向好友推薦

- Yes 會
 - No 不會
- WHY? 為什麼 _____

SECTION 2 第二部份

Listed below are 20 factors regarding job satisfaction. For each factor you are asked to give two ratings: 下面是關於工作滿意程度的20個因素，對每個因素請回答下列兩問：

- a. How much of this factor is there NOW in my present job 在我目前工作中，這種因素存在有多少
- b. How IMPORTANT is this factor to ME. 這種因素對我的重要程度如何

Using the rating scale given below, indicate your answer to each of the questions by circling the number ③ that best relates to your feelings. It is important that you complete each of the factors. 根據下列衡量度，用數字標出最符合自己實際情況的答案。

the number ③ that best relates to your feelings. It is important that you complete each of the factors. 回答這些因素是很重要的

RATING SCALE: 衡量度

Very Low 很低	Low 低	High 高	Very High 很高
1	2	3	4

1. **OPPORTUNITY TO LEARN** The chance to acquire new skills and knowledge
 学习机会 - 获得新技术及知识机会
- a. How much is there now? 1 2 3 4
 现在有多少学习机会
- b. How important is this to me? 1 2 3 4
 这种学习机会对我的重要程度如何
2. **AUTHORITY** The chance to make important decisions and to exercise authority
 权力 - 制定重要决策及实施权力的机会
- a. How much is there now? 1 2 3 4
 现在参与权力机会有多少
- b. How important is this to me? 1 2 3 4
 这种因素对我的重要程度如何
3. **CHANCE FOR PROMOTION**
 晋升机会
- a. How much is there now? 1 2 3 4
 现在的晋升机会有多少
- b. How important is this to me? 1 2 3 4
 这种因素对我的重要程度如何
4. **INDEPENDENCE** The chance to work independently of others
 独立能力 - 独立工作能力的机会
- a. How much is there now? 1 2 3 4
 现在有多少这种机会
- b. How important is this to me? 1 2 3 4
 这种机会对我的重要程度如何
5. **SALARY** 薪金
- a. How much is there now? 1 2 3 4
 现在薪金多少
- b. How important is this to me? 1 2 3 4
 这种因素对我的重要程度如何
6. **PRESTIGE** Having an important job in the department; one with status & prestige
 威望 - 在部门中做重要的工作; 拥有地位及威望
- a. How much is there now? 1 2 3 4
 现在工作的威望程度如何
- b. How important is this to me? 1 2 3 4
 这种因素对我的重要程度如何
7. **VARIETY** The chance to do different things from time to time
 多样化 - 时常从事不同工作之机会
- a. How much is there now? 1 2 3 4
 现在工作变化有多大
- b. How important is this to me? 1 2 3 4
 这种因素对我的重要程度如何
8. **CO-WORKERS** The friendliness and support of co-workers
 同事关系 - 同事之间友善及支持
- a. How much is there now? 1 2 3 4
 现在与同事关系如何
- b. How important is this to me? 1 2 3 4
 这种因素对我的重要程度如何
9. **IMPORTANCE OF THE JOB** Being able to do an important & essential job
 工作重要性 - 能够从事重要工作
- a. How much is there now? 1 2 3 4
 现在工作重要性程度如何
- b. How important is this to me? 1 2 3 4
 这种因素对我的重要程度如何
10. **WORKING ABILITIES** The chance to do a job that is well suited to my abilities
 工作能力 - 从事符合自己能力的工作机会
- a. How much is there now? 1 2 3 4
 现在的机会如何
- b. How important is this to me? 1 2 3 4
 这种因素对我的重要程度如何

- | | | | | | | | |
|-----|-------------------------------|---|---|---|---|---|--|
| 11. | ACHIEVEMENT | Feeling of accomplishment I get from the job | | | | | |
| | 工作成就感 - 具有工作成就感 | | | | | | |
| a. | How much is there now ? | | 1 | 2 | 3 | 4 | |
| | 现在的工作成就感如何 | | | | | | |
| b. | How important is this to me ? | | 1 | 2 | 3 | 4 | |
| | 这种因素对我重要程度如何 | | | | | | |
| 12. | SECURITY | Feel that I have a stable job | | | | | |
| | 安全感 - 感觉自己拥有一份稳定工作 | | | | | | |
| a. | How much is there now ? | | 1 | 2 | 3 | 4 | |
| | 现有安全感如何 | | | | | | |
| b. | How important is this to me ? | | 1 | 2 | 3 | 4 | |
| | 这种因素对我重要程度如何 | | | | | | |
| 13. | FRINGE BENEFITS / BONUSES | | | | | | |
| | 福利待遇 | | | | | | |
| a. | How much is there now ? | | 1 | 2 | 3 | 4 | |
| | 现在的福利待遇如何 | | | | | | |
| b. | How important is this to me ? | | 1 | 2 | 3 | 4 | |
| | 这种因素对我重要程度如何 | | | | | | |
| 14. | WORKING CONDITIONS | Cleanliness, safety & ventilation of my work environment | | | | | |
| | 工作环境 - 工作环境的清洁, 安全及通风条件 | | | | | | |
| a. | How much is there now ? | | 1 | 2 | 3 | 4 | |
| | 现在的工作环境如何 | | | | | | |
| b. | How important is this to me ? | | 1 | 2 | 3 | 4 | |
| | 这种因素对我重要程度如何 | | | | | | |
| 15. | COMPETENCE OF SUPERVISORS | The ability and know-how of my supervisor | | | | | |
| | 主管能力 - 我的上级主管的水平及技能 | | | | | | |
| a. | How much is there now ? | | 1 | 2 | 3 | 4 | |
| | 现在的主管工作能力如何 | | | | | | |
| b. | How important is this to me ? | | 1 | 2 | 3 | 4 | |
| | 这种因素对我重要程度如何 | | | | | | |
| 16. | PARTICIPATION | The way my supervisor involves me in running the department | | | | | |
| | 参与管理 - 上级主管让我参与部门运转的方式 | | | | | | |
| a. | How much is there now ? | | 1 | 2 | 3 | 4 | |
| | 现在的参与管理情况如何 | | | | | | |
| b. | How important is this to me ? | | 1 | 2 | 3 | 4 | |
| | 这种因素对我重要程度如何 | | | | | | |
| 17. | RECOGNITION | The recognition I get for the work I do | | | | | |
| | 认同感 - 在工作中获得的认同感 | | | | | | |
| a. | How much is there now ? | | 1 | 2 | 3 | 4 | |
| | 现在的认同感如何 | | | | | | |
| b. | How important is this to me ? | | 1 | 2 | 3 | 4 | |
| | 这种因素对我重要程度如何 | | | | | | |
| 18. | CREATIVITY | The chance to try out some of my own ideas | | | | | |
| | 创造性 - 提出和实践自己一些想法的机会 | | | | | | |
| a. | How much is there now ? | | 1 | 2 | 3 | 4 | |
| | 现在工作中的创造性如何 | | | | | | |
| b. | How important is this to me ? | | 1 | 2 | 3 | 4 | |
| | 这种因素对我重要程度如何 | | | | | | |
| 19. | TRAINING | Training given to me in the department / hotel | | | | | |
| | 培训 - 饭店或部门内进行的培训活动 | | | | | | |
| a. | How much is there now ? | | 1 | 2 | 3 | 4 | |
| | 现在培训的活动进行情况如何 | | | | | | |
| b. | How important is this to me ? | | 1 | 2 | 3 | 4 | |
| | 这种因素对我重要程度如何 | | | | | | |
| 20. | COMMUNICATION | Being informed about the department | | | | | |
| | 沟通 - 了解部门的信息 | | | | | | |
| a. | How much is there now ? | | 1 | 2 | 3 | 4 | |
| | 现在部门内部沟通情况如何 | | | | | | |
| b. | How important is this to me ? | | 1 | 2 | 3 | 4 | |
| | 这种因素对我重要程度如何 | | | | | | |

**A-2. HOTEL STAFF EDUCATION AND TRAINING SURVEY -
REPATORY GRID**

SECTION TWO

In This Section There Are Two Grids To Complete.

Each Grid Has Several Categories At The Top,
And Many Classifiers Down The Side.

What You Are Asked To Do Is Rank The
Classifiers For Each Category On A Scale
Of 1 - 6

1 = LOWEST SCORE :

6 = HIGHEST SCORE :

For Example : IN GRID No 1.

If You Really Dislike Japanese
Customers Enter 1 in The Box

If You Really Like Japanese
Customers Enter 6 In The Box

If You Feelings Are In Between
Like and Dislike

Choose A Score Between 1 & 6
That BEST FITS Your Feelings

Education And Training					
	Vocational School	Secondary Professional School	Institute Of Higher Education	On-Job Training	In-House Training
Necessary To Learn Practical Subjects - Not Necessary					
Necessary To Learn Management Subjects - Not Necessary					
Study Time Too Long - Too Short					
Easy Way To Learn - Hard Way To Learn					
Practical Subjects Important - Practical Subjects Not Important					
A Good way To Learn - A Poor Way To Learn					
Worthwhile Qualification - Worthless Qualification					
Good Teaching - Poor Teaching					
Qualification Helps Get Job - No Help					
Family Respect Qualification - Do Not Care					
Cheap Way To Learn - Expensive Way To Learn					

**A-3. HOTEL STAFF PERCEPTION OF HOTEL VISITORS SURVEY -
REPATORY GRID**

Foreign Visitors					
	Japanese	Western	S.E. Asian	Local Chinese	Other Chinese
Like - Dislike					
Easy To Talk To - Hard To Talk To					
Tip Well - Tip Badly					
Friendly - Unfriendly					
Respectful - Disrespectful					
Patient - Impatient					
Takes Advice - Rejects Advice					
Casual - Demanding					
Complaining - Uncomplaining					
Complains To Manager - Complains To Staff					
Accepts Service Levels - Expects Fast Service					
Ordinary Manner - Superior Manner					
Tidy - Untidy					
Questioning - Unquestioning					
Expects High Standards - Does Not					
Talks Quietly - Talks Loudly					
Good Manners - Bad Manners					
Comfortable To Deal With - Uncomfortable					

A2-A3

1	6	6	6	6	1	不喜欢
6	6	6	6	6	6	易于交谈
1	1	1	1	1	1	给小费很多
6	6	6	6	6	6	友好
6	6	6	6	6	6	礼貌
6	6	6	6	6	6	尊重你的工作
6	6	6	6	6	6	有耐心
6	6	6	6	6	6	接受劝告
6	1	6	6	1	6	表情严肃
6	1	6	6	6	6	要求少
6	6	6	6	6	6	投诉
6	6	6	6	6	6	平等相等
6	6	6	6	6	6	整洁
1	1	1	6	6	6	提出问题
6	6	6	6	6	6	期望高水准
1	1	6	6	6	6	行为为好
1	1	1	1	1	1	说话声小
6	6	6	6	6	6	与交谈往感觉舒适
6	6	6	6	6	6	与交谈往感觉不舒适

	职业学校	中专学校	高等学府	在职培训	校内培训
有必要学习技能课程	6	6	1	6	6
有必要学习管理课程	6	6	6	6	6
学习时间太长	1	1	1	1	1
学习起来比较容易	1	1	6	6	6
技能课程比较重要	6	6	6	6	6
进行学习为才式	6	6	6	6	6
有价值的学历资格	6	6	6	6	6
教学效果良好	6	6	6	6	1
学历资格有助于找工作	1	6	6	6	6
家庭成员看重学历资格	1	1	1	1	1
学习花费低	6	1	1	6	6

没有必要

没有必要

太短

学习起来比较困难

技能课程不重要

进行学习不为才式

没有价值的学历资格

教学效果差

没有帮助

不看重

学习花费高

SURVEY FOR HOTEL MANAGEMENT PERSONNEL

飯店管理人員調查

PART ONE

第一部份

Please Answer ALL Questions In Full (Use Chinese or English) 請以中文或英文作答下列所有問題

Please Mark Appropriate Box For Each Question [X]

請在下列適當地方內打上標記

1. BACKGROUND :

個人背景

AGE:

年齡

- under 20 岁以下
20 - 30
41 - 50
above 60 岁以上
31 - 40
51 - 60

SEX:

性別

- Male 男
Female 女

MARITAL STATUS:

婚姻狀況

- Married 已婚
Single 未婚

EDUCATION / QUALIFICATIONS

教育程度及背景

CURRENT JOB TITLE

現時職位

2. HOW LONG HAVE YOU BEEN WORKING IN THE HOTEL

INDUSTRY? 你已在飯店行業內工作了多長時間

years as operative in department

在部門做了年的操作性工作

years as supervisor in department

在部門做了年的主管工作

years as manager in department

在部門做了年的經理工作

years as executive manager department

在部門做了年的行政經理工作 (例: 行政管家、文飯部總經理)

years as general manager Star Hotel

在星級飯店当了年的總經理工作

3. DID YOU RECEIVE ANY FORMAL MANAGEMENT EDUCATION / OR TRAINING BEFORE JOINING THE HOTEL INDUSTRY ?

在從事飯店工作之前，你是否接受過正規的管理教育和培訓

YES 是 NO 否

If - YES - please continue, If - NO - please go to Question 8.



如果以上選擇了「是」請繼續作答，如果選擇了「否」請轉到問題第8條

4. IF YES, PLEASE SPECIFY THE TYPE OF INSTITUTION AND PLACE:

請於以下地方寫出你所就讀過之學校/學院及其地矣

VOCATIONAL SCHOOL

職業高中

at

於 省 市

TECHNICAL INSTITUTE / COLLEGE

職業技術/專業學院

at

於 省 市

POLYTECHNIC

理工大學

at

於 省 市

UNIVERSITY

綜合大學

at

於 省 市

QUALIFICATION GAINED

已獲得之最高學歷

.....

.....

.....

5. PLEASE SPECIFY THE SUBJECT AREAS YOU STUDIED :

請寫出所學課程

Four horizontal lines for writing subject areas, arranged in two columns of two.

6. WOULD YOU BE PREPARED TO CONTINUE YOUR STUDIES ?

你是否打算繼續進修

YES 是 NO 否

7. IF SO, WHAT TYPE OF COURSE, AND WHAT METHOD OF STUDY WOULD YOU CHOOSE:

如有打算，請寫出計劃課程類別及採用學習/進修方式

Type Of Course :

課程類別

Method Of Study : Full Time Part Time

採用方式

全脫產

業餘

Correspondence Short Courses

遠距函授課程

短期課程

Place of Study : Local Overseas

學習進修地方

本地

海外

If you have completed this section, - please go to question 10. 

如完成此部份，請轉到本卷第10條問題

8. IF YOU DID NOT RECEIVE FORMAL MANAGEMENT EDUCATION OR TRAINING, WOULD YOU LIKE TO DO SO ?

如你未曾接受過正規的管理教育及培訓，你是否有打算過在未來日子學習/進修

YES 是 NO 否

9. IF YES, WHAT TYPE OF TRAINING OR STUDY WOULD YOU LIKE TO UNDERTAKE OR YOU FEEL WOULD BE USEFUL FOR YOUR JOB ?

如果有打算，什麼類別培訓或進修課程你會選擇或你會覺得對工作有用

Type Of Course :

課程類別

Method Of Study : Full Time Part Time

採用方式

全脫產

業餘

Correspondence Short Courses

遠距函授課程

短期課程

Place of Study : Local Overseas

學習進修地方

本地

海外

10. HAVE YOU PARTICIPATED IN ANY IN-HOUSE MANAGEMENT TRAINING OR MANAGEMENT SEMINARS SINCE JOINING THE HOTEL INDUSTRY ?

在參加飯店工作之後，你是否曾經參與過單位內舉辦之培訓課程或研討班

YES 是 NO 否

11. PLEASE GIVE DETAILS OF THE IN-HOUSE MANAGEMENT TRAINING OR MANAGEMENT SEMINARS YOU HAVE ATTENDED:

請在以下空間詳細列出所參與過之培訓課程或研討班

Course/Seminar Title & Topic Area 課程/研討班之題目及論題範圍	No. Days 日數	Location 地點
.....
.....
.....
.....
.....

12. HOW USEFUL & RELEVANT WERE THESE COURSES TO THE JOB YOU ARE DOING ?

以上列出課程對你日常工作有何程度之助益及相關(應用)

Level of Use: 助益程度

Very Useful Useful Some Use Little Use
 非常有幫助 有幫助 有些幫助 極少幫助

Relevant at: 相關(應用)時期

Time Later Still Relevant No Relevance
 在課時期 課程之後 現在仍適用 完全沒關連(應用)

13. PLEASE COMMENT ON THE QUALITY OF THESE IN-HOUSE COURSES / SEMINARS WITH REGARD TO :

你在飯店舉辦的有關飯店培訓/研討班之評價是

A) Course Content :
課程內容
.....

B) Instructors Ability:
導師水平
.....

C) Other Aspects :
其他方面
.....

14. PLEASE GIVE YOUR VIEWS / OPINIONS ON THE QUALITY OF :

LOCAL VOCATIONAL SCHOOL / COLLEGE / UNIVERSITY COURSES IN HOTEL OPERATIONS / MANAGEMENT , WITH REGARD TO :

你對本地(國內)各級學院包括取中、遊藝及大學所舉辦關於飯店操作/管理之各課程之評價是

A) Course Content :
課程內容
.....

B) Instructors Ability:
導師水平
.....

C) Facilities :
設施
.....

D) Other Aspects :
其他方面
.....

15. DO YOU THINK LANGUAGE LEARNING IS IMPORTANT IN YOUR JOB ?

你認為學習/進修外語對你日常工作重要程度如何

- | | | | |
|----------------|--------------------------|---------------|--------------------------|
| Very Important | <input type="checkbox"/> | Important | <input type="checkbox"/> |
| 非常重要 | | 重要 | |
| Less Important | <input type="checkbox"/> | Not Important | <input type="checkbox"/> |
| 不很重要 | | 無甚重要 | |

16. WHAT LANGUAGE TRAINING WOULD HELP YOU TO DO YOUR JOB BETTER ?

你認為什麼類別的語言課程會對你日常工作有助益

.....

.....

.....

17. WHAT LANGUAGES CAN YOU SPEAK ?

你会讲那几种语言

LEVEL OF ABILITY :

能力水平

Fluent	Good	Average	Poor / None
流利	良好	普通	不可
Understand All Written & Spoken	Speak & Understand Well	Speak & Understand Some	None At All Or Only a Few Words
完全理解	讲得很好	懂一点	几乎不懂

LANGUAGE(S) : 语言

English	英語	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Japanese	日語	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
French	法語	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
German	德語	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mandarin	普通話	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cantonese	廣州話	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Others : please specify : 及其他 . 請在以下虛線上列出

.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please Specify Your Native Language :

你的(本来)母语是

4. WHAT DO YOU THINK ARE THE ADVANTAGES & DISADVANTAGES EMPLOYING EX-PATRIATE MANAGERS ?

你認為聘請外方經理的好處及壞處是

ADVANTAGES 好處

DISADVANTAGES 壞處

.....
.....
.....
.....

5. WHAT DO YOU THINK ARE THE ADVANTAGES & DISADVANTAGES EMPLOYING LOCAL MANAGERS ?

你認為聘請本地經理的好處及壞處是

ADVANTAGES 好處

DISADVANTAGES 壞處

.....
.....
.....
.....

6. DO YOU THINK THERE ARE MANY DIFFERENCES BETWEEN LOCAL MANAGERS AND EXPATRIATE MANAGERS ?

你認為外方及本地經理是否差別很大

Please Delete (Y/N) And - Explain Your Reasons : 請在以下把不適用者劃掉及說明理由

YES / NO Because :
是 / 否 因為 :

.....

.....

.....

7. HOW WELL DO YOU THINK EX-PATRIATE MANAGERS ARE ACCEPTED BY LOCAL STAFF ?

你認為外方經理被本地員工所接受的程度是

- Well Accepted Accepted
- 極之接受 接受
- Tolerated Not Accepted
- 还可接受 完全不被接受

8. HOW DO YOU THINK EX-PATRIATE MANAGERS COMPARE WITH LOCAL MANAGERS ?

外方經理與中方經理比較，你認為他們在以下幾方面如何

Knowledge: 經驗方面

- Superior Same Inferior
- 較優 不相伯仲 較差

Skills: 技術方面

- Superior Same Inferior
- 較優 不相伯仲 較差

Attitude: 工作態度方面

- Superior Same Inferior
- 較優 不相伯仲 較差

Others: 其他方面

please specify:
請列明

- Superior Same Inferior
- 較優 不相伯仲 較差

9. WHICH CATEGORY OF MANAGER CONDUCTS TRAINING IN YOUR HOTEL ? 你工作的飯店內，是哪一種經理實施培訓

- Local Chinese Ex-patriate Chinese
- 本地華人 華僑或港、澳、台胞
- Ex-patriate Western Expatriate Asian
- 歐美人士 亞洲人士
- Other Category
- 其他
- Several Categories
- 多種經理，他們是

**SURVEY FOR HOTEL MANAGEMENT PERSONNEL
PART THREE**

第三部份

1. WHAT ARE YOUR FEELINGS ABOUT WORKING IN THE HOTEL INDUSTRY? 你对在飯店內工作的看法是

ADVANTAGES 优点

DISADVANTAGES 缺点

.....
.....
.....
.....

.....
.....
.....
.....

2. WHAT ARE YOUR REASONS FOR WORKING IN THIS INDUSTRY? 你為甚麼加入飯店業工作

.....
.....
.....

3. DO YOU THINK YOU WILL REMAIN WORKING IN THE HOTEL INDUSTRY? 你是否會繼續在飯店內工作

YES 是 **NO** 否

4. WHAT ARE YOUR AMBITIONS IF YOU INTEND TO STAY IN THE HOTEL INDUSTRY? 如果繼續在飯店內工作，你的未來目標會是

.....
.....
.....

5. DO YOU THINK THERE IS GOOD OPPORTUNITY FOR CAREER ADVANCEMENT IN THE HOTEL INDUSTRY ?

你感觉在饭店内工作是否有良好进升机会

YES 有 NO 没有

6. IF YOU DO NOT INTEND TO STAY IN THE HOTEL INDUSTRY , WHAT WILL BE YOUR REASONS FOR LEAVING ?

如果你打算转业，你的原因是

.....
.....
.....
.....

7. WOULD YOU RECOMMEND THIS INDUSTRY AS A CAREER TO OTHERS ? 你会否把饭店工作推介给你的朋友或其他人

YES 会 NO 不会

Reasons :
原因是

8. WHAT CHANGES WOULD YOU LIKE TO SEE WITHIN THE HOTEL INDUSTRY REGARDING JOB OPPORTUNITY AND CONDITIONS OF WORK ? 在工作机会及工作环境/条件方面，你希望在不久将来有甚么改变

.....
.....

THANK YOU - for your time & effort in completing this questionnaire.
谢之你宝贵的时间及完全的合作令这份问卷得已完成。

A-5. CUSTOMER SURVEY - ENGLISH

A HOTEL FACILITIES, AMENITIES AND SERVICES SURVEY

Our hotel is committed to providing its guests with the services and facilities they require.

For this reason we are asking you to tell us what it is that influences your choice of a hotel, and what facilities you expect to find and use when you stay in one.

To enable us to match your expectations with our hotel's provision we would ask you to spend a few minutes of your valuable time in completing this survey. Your answers are very important to us, and will form the basis of future corporate decisions.

There is no need for you to identify yourself in completing this questionnaire, and, naturally, all your responses will be treated in the strictest confidence.

Thank you for your assistance.

SECTION A

THIS SECTION LETS US KNOW A LITTLE ABOUT YOU

Please indicate your answer with a ✓ in the , or if there is no box, by writing on the line provided

1. Please Indicate whether you are:-

Male

Female

2. What is your age?

20 and under

21 - 30 years

31 - 45 years

46 - 60 years

61 years and over

3. Where is your permanent place of residence?

Town/City Country

Nationality

4. What is the reason for staying at the hotel?

Convention / Conference

Other Business

Leisure / Tourism

Visiting Friends / Family

Other - Please Specify

5. Are you staying in the hotel

On your own

With your spouse

With friend / colleague

With your family

Other - Please Specify

6. How many times have you stayed in this hotel?

First Visit

1 - 2 Times previously

3 - 5 times previously

6 or more times previously

7. What is your occupation?

- Professional
- Business / Administrative / Management
- Government / Education
- Sales / Marketing
- Engineer / Construction
- Travel / Tourism
- Other - Please Specify

8. How many nights are you staying?

- 1 Night
- 2 Nights
- 3 Nights
- 4 - 6 Nights
- 7 Nights or more

9 Who is paying your hotel bill?

- Self
- Employer

SECTION B
THIS SECTION OF THE QUESTIONNAIRE LOOKS AT THE FACTORS YOU CONSIDER WHEN SELECTING A HOTEL

Why did you decide to stay in this hotel on this occasion?

- Company Decision
- Conference/Seminar Venue
- Recommendation by a friend
- Previous experience of the hotel
- Tour Package
- Recommendation of a Travel Agent
- Other - Please specify

Please mark the appropriate box as to whether you consider the following criteria to be of any influence to you when choosing a hotel

- 1 NOT IMPORTANT
- 2 OF LITTLE IMPORTANCE
- 3 REASONABLY IMPORTANT
- 4 IMPORTANT
- 5 VERY IMPORTANT

- Location
- Pricing
- Reputation
- Facilities of the Property
- Ease of Booking

1	2	3	4	5

Others Please specify.....

SECTION C

THIS SECTION OF THE QUESTIONNAIRE IS TO FIND OUT WHAT YOU THINK IS IMPORTANT IN THE WAY OF THE SERVICES, FACILITIES AND AMENITIES WHICH THE HOTEL PROVIDES, AND DO YOU USE THEM.

LEVEL OF IMPORTANCE

- 1 NOT IMPORTANT
- 2 OF LITTLE IMPORTANCE
- 3 REASONABLY IMPORTANT
- 4 IMPORTANT
- 5 VERY IMPORTANT

DO YOU USE THEM ?

- F FREQUENTLY
- S SOMETIMES
- N NEVER
- N/A NOT AVAILABLE
- * NOT RELEVANT

Please mark the relevant box:

	Level of Importance					Do You Use Them			
	1	2	3	4	5	F	S	N	N/A
Wake-up Call									
Non Smoking rooms									
Free Cable/Satellite TV									
Newspaper									
Comfortable Mattress & Pillows									
Cleanliness of hotel									
Friendly hotel staff									
Multilingual hotel staff									
Well maintained furnishings									
Safety and Security									
Hotel Restaurant - Western									
Hotel Restaurant - Asian									
Room Service									
Breakfast included in the price.									
Bar and Lounge									
Assistance with Luggage									

	Level of Importance					Do You Use Them			
	1	2	3	4	5	F	S	N	N/A
House-brand toiletries									
Designer-brand toiletries									
Western styled lavatories									
Asian Styled lavatories									
Hand held showers									
Fixed showers									
Bath tubs									
Towelling robe									
Stationery									
Ironing Board/Iron									
Mini-Bar									
Beauty Salon/Hairdresser									

What other facilities or services would you like to see in a hotel?

.....

.....

.....

.....

What things impress you most about this hotel?

.....
.....
.....
.....
.....

What things do you dislike most about this hotel?

.....
.....
.....
.....
.....

Any Other Comments

.....
.....
.....

THANK YOU FOR THE TIME AND TROUBLE YOU TOOK IN COMPLETING THIS QUESTIONNAIRE.

A-6. CUSTOMER SURVEY - CHINESE

酒店設備、環境和服務問卷調查

酒店集團希望為顧客提供更稱心滿意的酒店服務和設施，誠意邀請閣下撥冗填寫以下問卷，藉此了解您如何選擇酒店，以及所期待的服務與設施。您提供的寶貴資料，將成為本公司在今後經營決策上的基石。

無需在問卷上填寫您的姓名及個人詳盡資料。內容絕對保密。

多謝合作！

A 部
請提供一些關於閣下的簡單個人資料

請在適當的 □ 內填上 ✓ 號，或在虛線上填上答案。

1. 性別
男 女

2. 年齡
0 歲或以下
1 歲
2 歲
3 歲
4 歲
5 歲
6 歲或以上

3. 永久住址 / 國家
住 址 _____ 國 家 _____
籍 國 _____

4. 入住酒店的原因
會議
商務
閒暇
探親
訪友
其他 _____

5. 您有否與其他一人一同入住？
自己
配偶
友人
同事
與家人
其他 _____

6. 您是第幾次入住這酒店？
首次
1 ~ 2 次
3 ~ 5 次
6 次或以上

7. 職業

專業人員 / 行政 / 管理
 商業 / 公務 / 教育 / 拓展
 公推 / 銷場 / 拓
 機械 / 建築 / 遊
 旅行社 / 業
 其他

8. 住宿日數

1 晚
 2 晚
 3 晚
 4 ~ 6 晚
 7 晚或以上

9. 付款人

自己
 雇主

B 部
選擇酒店的決定因素

您為甚麼選擇這間酒店？

- 公司決定
- 會議 / 學會場址
- 朋友推薦
- 以往經驗
- 旅行套餐
- 旅行社推薦
- 其他 _____

以下的因素對您選擇酒店起多大影響？請在適當的空格內填上 ✓ 號。

- 1 不重要
- 2 不太重要
- 3 頗重要
- 4 重要
- 5 非常重要

	1	2	3	4	5
地點					
價格					
聲譽					
設備					
容易預定					

其他 _____

C 部

以下的問題是關於本酒店所提供的服務、設備和環境對您的重要性及閣下使用的程度

重要性

使用程度

- 1 不重要
- 2 不太重要
- 3 頗重要
- 4 重要
- 5 非常重要

- F 經常
- S 有時候
- N 不用
- N / A 沒有
- * 不適用

請在適當位置填上✓號

重 要 性					使 用 程 度			
1	2	3	4	5	F	S	N	N / A
醒服務								
煙間								
費有線 / 衛星電視								
紙								
適床墊及枕頭								
生								
切的員工								
能操多國語言的員工								
保養良好的家具								
安全及保安								
餐廳——西式								
餐廳——亞洲式								
房間服務								
包括在房價內的早餐								
酒吧及休息室								
行李搬運服務								

重 要 性					使 用 程 度			
1	2	3	4	5	F	S	N	N / A
一般酒店浴室用品								
名師設計浴室用品								
坐式廁所								
蹲式廁所								
手持式淋浴								
固定式淋浴								
浴盆								
浴衣								
文具								
熨衣板 / 熨斗								
迷你酒吧								
美容院 / 理髮室								

您希望酒店增設甚麼設備和服務？

您對這酒店感到印象最深刻的是甚麼？

您最不喜歡這酒店的甚麼地方？

其他意見

多謝合作！

A-7. CUSTOMER SURVEY - JAPANESE

ホテルの設備、環境、サービスについてのアンケート調査

当ホテルグループをご利用のお客様のために常にサービスと設備の向上に努めております。そのため、この度、お客様がどういう風にホテルを選ばれるのか、またホテルご利用の際、どのような設備を期待され、また実際にこれらの設備をご利用なさっているかを調査させて頂くことになりました。

私どもの設備等が御お客様のご希望に添うものとなるためには、御お客様のお時間を二、三分頂戴いたしまして、このアンケートにご協力頂きたいのですが、何卒よろしくお願い申し上げます。御お客様のお答は私どもに取りまして、大変重要な意味を持つものであり、将来、当ホテルグループの処々の決定の基礎となるものでございます。

なお、このアンケート用紙にご記入の際、お名前、ご身分等を明らかにされる必要はございません。また、当然のことながら、ご記入事項は秘密厳守とさせていただきます。

ご協力ありがとうございます。

A欄

この欄では御客様ご自身についての簡単な質問をさせていただきます。

お答は該当する□の箇所に○印をおつけ下さい。また棒線部のところにもご記入下さい。

1. 御客様は

- 男
- 女

2. 御客様の年齢は

- 20才又は20才以下
- 21 - 30 才
- 31 - 45 才
- 46 - 60 才
- 61才又は61才以上

3. 御客様のご住所は

国 _____ 市町村 _____

国籍 _____

4. 当ホテルにお泊まりの理由は

- 集会／会議の為
- その他の商用の為
- レジャー／観光の為
- 知人／家族訪問の為
- その他— _____

5. 当ホテルには お泊まりになっていますか。

- お一人で
- 奥様／ご主人様と
- 友人／同僚と
- ご家族と
- その他— _____

6. 当ホテルにはこれまで何回ご滞在になりましたか。

- 初めて
- 1 - 2 回
- 3 - 5 回
- 6 回又はそれ以上

7. ご職業は

- 専門職
- 自営業／会社経営／管理職
- 公務員／教員
- 販売／マーケティング関係
- 技術者／建設関係
- 旅行／観光関係
- その他—

8. ご宿泊数は

- 1泊
- 2泊
- 3泊
- 4 - 6泊
- 7泊又はそれ以上

9. 宿泊経費をお支払いになるのは

- ご自身
- 雇用者

B 欄

アンケートのこの欄ではホテルをご選択される際に考慮なさる点についてお伺いいたします。

今回、当ホテルに宿泊をお決めになった理由は

- 会社決定
- 会議／セミナーの開催場所
- 友人の推薦
- 以前にも当ホテルを利用したことがある
- ツアーで
- 旅行会社の推薦
- その他 _____

次に挙げられている基準は御客様がホテルをお決めになる際の重要な要因とお考えになりますか。該当する四角の中に○印をご記入下さい。

- 1 重要ではない
- 2 あまり重要ではない
- 3 かなり重要である
- 4 重要である
- 5 非常に重要である

場所

客室料金

評判

ホテルの設備

宿泊予約の難易度

	1	2	3	4	5
場所					
客室料金					
評判					
ホテルの設備					
宿泊予約の難易度					

その他 _____

アンケートのこの欄ではホテルのサーバス、設備、環境のあり方において何が重要とお考えになっているか、また、これらの設備等を実際にご利用になっているかについてお伺いいたします。

C欄

重要さの度合
 1 重要ではない
 2 あまり重要ではない
 3 かなり重要である
 4 重要である
 5 非常に重要である
 * 該当しない

ご利用になる頻度
 F 頻繁に使用する
 S 時々使用する
 N 使用しない
 N/A 使用不可

該当するところに○印をお付け下さい。

重要さの度合		1	2	3	4	5	F	S	N	N/A
ご利用になる頻度										
起床コールのサーバス										
禁煙専用ルーム										
無料ケーブル/衛星通信TV										
新聞										
快適な寝具(マットレス/枕等)										
ホテルの清潔度										
ホテル職員の感じの良さ										
ホテル職員の語学能力										
手入れの行き届いたホテルの家具										
安全性と警備										
ホテル内のレストラン-西洋式										
ホテル内のレストラン-和式等										
ルームサーバス										
朝食(宿泊料に含まれているもの)										
パークラウンジ										
手荷物運搬サーバス										

	重要さの度合					ご利用になる頻度			
	1	2	3	4	5	F	S	N	N/A
ホテル名入り洗面用品									
有名デザイナーによるホテル洗面用品									
洋式トイレ									
和式トイレ									
ハンドシャワー（手で持つタイプ）									
固定タイプのシャワー									
浴槽									
バースロープ									
文房具									
アイロン台／アイロン									
ミニバー									
美容室／美容師									

その他の設備あるいはサービスにおきまして何かご希望があれば下欄にご記入下さい。

当ホテルにつきまして最も良いと思われた点はどういう点でしょうか。

当ホテルにつきまして最も好ましくないと思われた点は何でしょうか。

その他のご意見

このアンケート調査にご協力頂きまして、誠にありがとうございました。

A-8. EXPATRIATE MANAGER SURVEY - TRANSCRIPTS

1. Golden Flower - Shangri la - Xian

Industry	Consumer	Wants & Needs	Expatriate	Staff	System China	System Hotel	Education & Training
<p>Economic Growth Lacks Infrastructure Bureaucratic Systems & Red Tape Getting Staff Needs Development Communications Problems - Language Interpreter's Loyalty Often To Party (Spy) Cultural Problems Communist System Causes Problems</p>	<p>Mainly Tourist - Mix European/SE Asia/USA No Tourism Body Support "Your In China" syndrome Delays at Airports/ Customs - Lack Infrastructure Tour Operators Familiar With Problems - have to defuse anger/anxieties. Local Market developing rapidly - esp. F&B areas - Chinese banqueting big growth area - also international buffet - locals want to experiment</p>	<p>Basic Tourist Expectations - New City A Degree of Anxiety - clean environment/safe water/security/24 hour coffee shop Concerns over "rip offs" esp. taxis / getting around - street signs not bilingual. Accept hotel pricing but want value.</p>	<p>Main problems communications & culture. Lots of opportunity - a challenge - can make your mark - creativity and flexibility required. Corporate management must allow a degree of freedom to operate. Local staff do not seem to resent western expatriates- want to learn. Locals prejudiced against Chinese expatriates (HK & Taiwanese) - perceived to think locals inferior - locals remind them of their roots. A new GM here, staff state if he had been Chinese expatriate, many would have left job.</p>	<p>Have only basic skills - but willing to learn - easier here than in major cities as it is seen more as a profession than just a job. Staff all want "face" - good job title, rapid promotions, big salary etc. A tendency to change jobs fast (within the organization) and at random to achieve the above, i.e. will move from housekeeping to front desk for prestige. Lack overall view of industry - no "big picture". Recruitment - easy to get bodies, but untrained - a semi-free market in Xian - have local employment bureau. Hotels 1st major JV company - then good prestige - now other JV developments poaching staff - better money- a major motivation. Hotels also poach from each other. There is a work unit "gang" system - if 1 leaves, all leave. Training done by section heads - train by example</p>	<p>Problems Guanxi & Bribery. Two internal organizational structures - local manager has great influence & control, yet expatriates seemingly in control ? Red tape a problem - need permits for everything - expatriates do not understand system & have no contacts - need middle man - need to make right contact - a systematic process of referral - lots of "free" drinks, dinners & gifts. International hotels pay more for goods and services than local operations (double +). Bureaucracy slow - take from 4 - 12 months to get some jobs done or supplies in place</p>	<p>Lack corporate identity - each hotel individual - advantages in that GM autonomous - an can solve problems on a local level - lack support from HQ, only marketing & group human resources (for senior staff) fully centralized - standardization not yet in place in Shangri la organization</p>	<p>Xian has 31 universities but only 1 local hotel school - not aware of standards or quality, lack understanding of industry Government slow to introduce a systematic education programme - wrong syllabus (or no syllabus) - staff lack hotel experience, technical knowledge and skills - teach by "the book" No western cuisine taught, want own system, with high degree of control (of guests and staff), and high degree of security. Language teaching a problem but very necessary for industry. Internal management training good - Shangri la have management training scheme - take staff to other units for cross training - even overseas</p>

2. New World Grand - Xian

Industry	Consumer	Wants & Needs	Expatriate	Staff	System China	System Hotel	Education & Training
<p>Developing quickly, more hotels now in Xian and surrounds, - keeping pace with demand. Occupancy moved from around 30% - 45% over past year. Problems with infrastructure - airport and routes</p>	<p>Mainly SE Asian, European, US and Japanese, tour groups, some foreign & local FIT. Local trade and business trade developing as IJV's move into regions, but still principally a tourist area - decline in US and increases in SE Asian & European travelers.</p>	<p>Increasing demands from FIT customers, more aware of quality and value - make comparison with other international hotels. Want better service, in room facilities, and especially communication facilities. Tourist more basic needs - clean room, good food, friendly helpful staff.</p>	<p>(This group of expatriates all from Hong Kong.) Chinese locals need expatriates for training, no real problems in settling - same cultural background - most speak language therefore easier for them to communicate than western expatriates. Perception that staff like them, and respect their superior knowledge and experience, and want to learn from them..</p>	<p>Almost impossible to recruit trained staff - some poaching from other hotels - if managers change staff often do - normally recruit untrained young staff. Semi-free labour market in Xian - party allocation system also used to some extent via local job bureau. Hotels 1st major international companies good prestige - staff like to meet foreigners. Staff totally raw on arrival - have to teach basic skills - including personal hygiene, grooming etc. - no concepts of an international hotel - causes problems as standards hard to maintain - continuous training on going. T/O quite high - moving to other IJV jobs</p>	<p>Three tier management structures - local owner , plus management company plus communist party - all with diverse and degrees of financial interests - party representative has great influence & so does local manager - tend to interfere with purely hotel issues - not desired by expatriate managers. Red tape a problem - for importing goods need to make right contact - system is Chinese and works if respected - " we are Chinese and know the system" - (Guanxi & Bribery). Double pricing structure - like for the tourist- it is expected that International hotels pay more than local operations for produce. Bureaucracy can be slow - can take from 4 - 12 months to get some jobs done - like work permits, licenses etc., unless you have right contact</p>	<p>Good support from Hong Kong - allow a great deal of autonomy - expect results though. Managers set own budgets - but must be realistic and maintain these - results orientated approach.</p>	<p>Xian has 1 local hotel school - school very basic - not aware of international standards or quality, lacks understanding of industry. Teachers not experienced industry, straight from university - no practical experience - come to hotels to "borrow" resources like menus. Government has no systematic education programme - mainly teach only Chinese cookery in schools- staff lack hotel experience, technical knowledge and skills - teach by "the book"</p> <p>Internal management training can be improved - no real development schemes yet - local supervisory staff can go to Hong Kong for cross training - permits difficult to get - used more as a motivator than real training tool.</p>

3. Jiang Guang - New World - Beijing

Industry	Consumer	Wants & Needs	Expatriate	Staff	System China	System Hotel	Education & Training
Developing rapidly - more hotels opening - competition stronger	FIT & GIT - also office and apartment rentals give long term residents. SE Asians predominant, with US & Europeans next. Few Japanese - use national brands.	Business people expect more and more - high tech communication equip in demand now. Expect basic comforts in lodgings - compare with other major SE Asian centers and expect same quality - pricing now similar. Guests see need for English speaking staff	Pressure of adjustment compensated by good benefits - though' only for those at top of scale. Language and communication barriers - see expatriates as here to train - Staff react differently to different nationals - hard on Hong Kong expatriates - not respected - same face different culture - come for fast money and go - see other SE Asians as good trainers- sympathetic - especially like Filipino expatriates. Still high T/O amongst expatriate staff - especially in F&B - hard to form working relationships because of this - departments depend on each other	Recruitment harder - more competitive - need good salary scales to attract - had good staff at opening - now loosing more of these to IJV's and other hotels - often get better package. High T/O - After 2 years only have 10% original staff. Generally employ young people and train up - hard to get experienced staff. Government control staff distribution - push unskilled staff onto IJV companies - little choice - Chinese graduates have 1st choice of jobs. Hotel work has initial appeal - "high face" - but reality is pay. Cannot employ part time staff. Staff lack interest - only a job - not career motivated - no structured offered - have limited potential - hard to maintain standards - have to keep pushing - Poor level of local decision making - passed to expatriates - staff not secure enough to take responsibility - to point of avoidance- culture problem - managers there to solve problems not them.	2 tier management system - local party representative interferes with selection, pay, promotion - guanxi system strong. Can't discipline - party interferes. All top managers have Chinese understudy - causes conflict - this is imposed by JV agreement cannot be changed. Government hotels get 1st choice of available staff, thus those better trained or with experience. Problems with resources & imports - local products inferior - electronics and wines a particular problem - also spare parts. Customs clearance long time - bribery helps and right contacts. Staff have "this is China syndrome" - standards hard to implement - we do it our way -	Cost cutting policies & financial restraints hamper development - a results orientated approach from top - affects resourcing - lots of things seen as half done by local managers - H/O policies fluctuate too quickly Expects results but give autonomy to managers to achieve - free hand - no standardization policies or company manual. No local management training - seen as needed - no pre-post training also seen as needed. Internally section heads set policy - if it work OK - corporate culture only works amongst expatriates - not locals	Local hotel schools - graduates have little practical experience - lack resources and trained staff - do not compare with international standards - no national system or curriculum - no quality audits. In house training necessary because of rapid T/O & high occupancy. Use combination of classroom training and on job

5. PORTMAN SHANGRI LA - SHANGHAI

Industry	Consumer	Wants & Needs	Expatriate	Staff	System China	System Hotel	Education & Training
<p>Broad opportunities - customer base growing - development of local trade - more purchasing power - esp. F&B - trade increasing</p>	<p>Coming to terms with rate increases - traditionally cheap - no longer so -</p> <p>Most business from IJV - 12% - corporate entertaining - local weddings - Chinese dinners</p> <p>Customers from 90% FIT - 10% GIT - biggest sectors from Hong Kong, Japan, USA - not necessarily nationals - reservations from these countries - by nationality Westerners most - 3 nights stay average. Local F&B increasing - also segment local guests increasing slowly - local purchasing power increasing - people using RMB pay surcharge</p>	<p>Expect more - need to be satisfied with everything they ask for - cannot please 100% - always demand more - if dissatisfied need good channel to complain. 5* is 5* expect to deliver promises - even locals</p> <p>Menu/Beverage variety limited - accepted - hard to access commodities - high price- but service expectations high</p> <p>Japanese very high expectations & demands - company paying - world travelers</p>	<p>Difference in staff skill to home countries - less developed industry - service not strong characteristic of Chinese culture - provides problems - much training needed - service standards low to start with - PR not understood - different connotation - PR jobs seen as "social escort - prostitute" Hands on working management - cannot delegate successfully and rely on staff, have to check - mentality different - staff will say job done even if not. - sleeping lion takes a long time to wake - loyalty and professionalism not in mind yet - its a job - gap between 1930 - 1980 when industry closed - carry over from cultural revolution - older staff better - have seen many changes - more responsibility/ appreciate stability - when jobs scarce staff very loyal and obedient - now much easier to change - 1 child policy not so much need for all to work - Standards lower - personal standards have to drop - acceptable to instruction - will follow a plan - but not take initiative -</p>	<p>Many opportunities for staff - IJV can offer more - skills value low - expectations high - esp. remuneration package Recruitment standards relaxed - take what can get - if stick to criteria cannot get sufficient staff - would like to be more selective - need to select suitable applicants - starting more stringent policies - problem !!! Basic criteria - use questionnaire - attitude, skills, previous experience - hard to get - very young industry - staff average age 20 Much supervision & attention required - expatriate managers provide - necessary to maintain service levels Constant supervision, reminding and training to maintain standards - need 6 months to get up to speed - then move - average stay 8 months - 1 year Educational background no impact on job - doctors and engineers working in F&B - its a job - will leave for better pay - no career planning. Graduates normally have better language skills - no other perceived advantages - language important - much training</p>	<p>Local suppliers cause problems - lack international standards of grading or quality - vary from one delivery to next - "the china syndrome" need to educate suppliers - we do it this way - a struggle - Customs a problem - must use local agents for imports - often delays Improving slowly -</p> <p>Culture of hospitality lacking in China - a new concept - unthought of for mainland Chinese - will give more service to westerner than locals - pay / tip more ???</p>	<p>Complex organization - Portman do not interfere too much - allow SHX to manage. Support from SLIM* limited - transitional management - SLIM policies OK for developed countries - provide basic training packages but geared too high for local conditions</p> <p>Looking into specialized packages for China - locals have lack of international exposure - no measure of comparison - what is a 5*</p>	<p>continual on job training - some part time staff available from schools - need connections to get these - not strictly legal - Guanxi - "creative ways"</p> <p>- emphasis on training - using reorientation programme - will take out for 2 weeks continuous training - career development planning - a challenge - cross training - opportunities to train at other properties - awareness raising - good opportunities for locals to get promotion</p> <p>Difficulties with permits - Shanghinese must work in shanghai - bond system still used. - can go overseas - or other properties for 2 weeks - 6 months - longer term better - show improvement - "incentive programme" - "do they pick the best" - yes !</p> <p>Government training for industry limited - no good hotel schools - teachers no experience</p> <p>Expatriates grooming understudies to take over -are both managers and trainers -</p>

5. PORTMAN SHANGRI LA - SHANGHAI (continued)

Industry	Consumer	Wants & Needs	Expatriate	Staff	System China	System Hotel	Education & Training
			<p>Communication problem not just due to language - cultural impact - employ staff with good English - even if local business increase will still have to depend on foreign traveler. Staff react differently to different cultural managers - more subservient to white Caucasians than fellow Asians and even less to fellow Chinese - westerners have international knowledge Can relate to personalities rather than nationalities. Biggest problem seen with Hong Kong Chinese & even with HK customers - will serve westerners better than other Chinese.</p>	<p>centered around language Motivation - wage increases - renovation of locker rooms - focusing on employee benefits- committee of locals getting feedback from staff on needs Good opportunities for promotion - still a big differential between salary scales - would pay locals same if they performed and took responsibility.</p>			<p>Thinking of sponsoring local hotel schools - providing resources and inputting into syllabus - a way to share standards and knowledge Limited in-house training - mainly on job - & language</p>

6. Yantze New World - Shanghai

Industry	Consumer	Wants & Needs	Expatriate	Staff	System China	System Hotel	Education & Training
<p>Shanghai very competitive - salary levels improved - a commercial city with culture of entrepreneurialism - hotels a tough job despite benefits - loosing staff to other IJV companies and local restaurants who can pay 3 times salary. Staff want more money so as to develop own businesses. Only see an immediate future - not concerned with long term training and progression</p>	<p>Changes in market mix, more SE Asians, especially Hong Kong people. Less Europeans & Japanese than previously. More FIT customers now, previously more GIT's. Local market developing especially in F&B Chinese F&B operational areas perform best - locals not accustomed to western foods, but are beginning to use facilities for "face" - come to be seen.</p>	<p>FIT customers want quality service, supplies and facilities - guests expect more value for money - international guests perceive China has opened up and should be equal to other countries in hotel provision. 5* standards expected.</p>	<p>Settling in period upto 1 year - often impatient with the "system" at first. Culture shock - need to accept - HK national told that China is a big nation HK is a small one - expatriates found they can't make same demands of Chinese staff - "this is China syndrome" Problems with management culture - local and corporate views conflict. Causes problems to both sides - resourcing a problem - language barriers - prior language training an advantage - hard to learn language on job because of work pressure. Staff attitude a problem due to politics between staff/ owners /managers - guanxi a problem - local suppliers hard to work with - no international standards used.</p>	<p>Staff turnover biggest problem. On going training. No problems in recruiting trainees, but hard to get trained and qualified staff, esp. cooks, and supervisory staff - average age of kitchen staff is 20 yr. & 60% of these have less than 6 months experience. Internal promotion necessary as hard to get staff from outside. Try to promote on ability, but only allowed to have a fixed percentage of local managers. New World have staff grading system, local supervisors on lowest grade. Staff see this as unfair, causes staff to leave for outside jobs. Biggest danger to quality maintenance is potential T/O of good supervisors. Tend to employ younger age groups, more flexible, less deep rooted political beliefs- easier to change attitudes. Staff prefer high profile jobs, don't like split shifts, see job as hard and busy work. Staff won't work long hours - take long unofficial breaks. Lack awareness of industry, country has no recent background of trade.</p>	<p>Infrastructure & resourcing major problems - much red tape - especially customs dept., local products inferior in most areas - poor quality, slow delivery, often more expensive. Need to hold 3 months stock in hand = US\$2m stock holding. Average of 6 weeks delivery for imported fresh produce. Double tier management structure a problem</p>	<p>No serious problems seen. NW supportive, fair degree of autonomy allowed. Budgets seen as major problem, and inability to get high tech resources- perceived by some dept. heads as head office problem, by others as a China problem.</p>	<p>Have a local hotel school, trains at vocational training levels. Standards not good, lacks equipment and resources. Only teaches Chinese food production and service, staff lack international experience and exposure. No sponsorship of course by hotels in Shanghai, but plans being discussed for this type of scheme.</p> <p>In house training at all levels, for all staff, expatriate & local. Especially keen to develop more management training, because of the concern over loosing skilled supervisors. Training seen as a motivator. On going, on job training for rank & file staff because of T/O - seen as a necessary problem, but staff doing jobs with minimum skills. Barriers to training seen as lack of awareness of western management concepts and attitudes. Starting to introduce attitudinal training, expatriates see this as time consuming - skills training easier. Language training a problem - staff have many different levels</p>

7. ASTOR NEW WORLD - SUZHOU -

Industry	Consumer	Wants & Needs	Expatriate	Staff	System China	System Hotel	Education & Training
<p>Competition increasing - two major hotels 4-5* in town - different architectural styles - other has higher volume Caucasian guests villa style - here high rise - more SE Asian use.</p> <p>Six local tourist hotels 2-3* grade</p> <p>Industry expanding predict 200,000 shortfall of staff over next 10 years</p>	<p>Suzhou tourist town - now more business travel - was 70% GIT 30% FIT - now 60% FIT 40% GIT - deliberate policy</p> <p>FIT more demanding - traveler more familiar with hotel operations - know if room rates, IDD charges reasonable - can compare - expect similar facilities and services.</p> <p>Many more PRC customers - business men - educated - have traveled - know what to ask for.</p> <p>F&B changes - group meals declining - 80% trade walk-in locals - increased spending power - average check doubled over 2 year period. - locals not as demanding as foreigners - easier to satisfy - no comparisons</p> <p>Locals prefer Chinese restaurant outlets - not familiar with western food - locals originally perceived international coffee shop to be expensive - beginning to want to be seen in Western outlet "face" - trendy.</p> <p>Banqueting 50% Chinese business</p>	<p>Expectations increasing - need consistent standard of service - now high rates in major China cities - thus expectations similar.</p>	<p>Expatriate standards - become complacent - need stamina - "this is China" - often lower own standards - dangerous ! High T/O expatriates destabilizes departments - expatriate contracts have probationary period and periods of notice. Locals easy to deal with - not like big cities - less exposure to western culture - take longer to train and guide - Respect expatriates knowledge and experience - if dept. head's were local system would be different - different cities have different perspectives of expatriate - Cantonese Chinese have more contact with outside world - From work point of view better to be working in a large city - feel isolated in small town - loose momentum - no interchange of new ideas - get stale - "not on the edge" - Vietnam more developed - pace more rapid - people less conservative more adaptable and accepting of new ideas - experience of colonialism & western concepts - like foreigners more - have service ethos China trying to "stand on two boats"</p>	<p>Low staff T/O here - no poaching - recruited locally straight from school - recruited pre-opening for language and practical training - 2 years on language - 1 on practical. - small towns more backward - value job more. Standards - staff "less smart" - have to monitor frequently or standards will fall or policy be eroded. Related to low T/O staff take short cuts - where T/O high continual training. Standard low - lack basic knowledge - all new staff need training - even experienced staff as unfamiliar with western systems and concepts - local training focuses on Chinese methods - e.g. accounting and management principles very different - control bias not projective - Service ethic lacking -</p>	<p>Bureaucracy high - two systems not always compatible - younger generation more open - older people want to use their system - often insist that IJV's follow local systems. Guanxi system operates - communication problems - use translator - language skills respected - cultural training needed for westerners - pride & face very important to Chinese - first impressions important - want western expertise but not humble about accepting it - hold back - not sincere and open minded - want on their terms -</p>	<p>Have one secondary technical school similar to HK VTC - - scope not so great - 2 - 3 year training schemes - mainly cookery & housekeeping - no FO or reception training - 1.5 in school, 1.5 in hotels - no international standards Need quality staff and input - needs to develop more internationally trained staff - long term.</p> <p>Individual training programmes - 2/3 days induction programme - 1 month on job training - tailor made for each outlet - less need for on going training as low staff T/O</p>	

8. Dragon Hotel - New World - Hangzhou

Industry	Consumer	Wants & Needs	Expatriate	Staff	System China	System Hotel	Education & Training
<p>Most modern hotel - hospitality culture developing - new ideas being incorporated- including western concepts - still some resistance from locals - no concept of hotel or service</p>	<p>International customer base - mostly Hong Kong, S.E Asian, Taiwanese, Europeans & S. Koreans increasing - mainly groups and tours - FIT growing slowly</p>	<p>People demanding - FIT pay more - expect more- try to give better value - executive floors etc., get better service - upgraded- groups get standard package -</p>	<p>PR between locals and expatriates important - locals come to learn - need to gain trust of staff - training important - its for them - giving new ideas - Expatriate salary 10-20 times locals - here to train - have to maintain high standard - have to give value for money - output has to be 10 - 20 times - local owners expect this Selling professional know how - need to gain respect - originally 40 expatriate managers now 8 - New expatriates need understanding of local culture - on show have to conform to local standards - language training important - aids communication - consider HK similar cultures - other expatriate Chinese (Singapore/ Malaysia) been in "western marriage" - very different ideas</p>	<p>IJV's poaching staff - esp. guest contact staff - bonus system as motivator & staff incentive packages - F&B staff can get more in local restaurants - no career prospects though - hotels can provide safety and security and career prospects. Local staff recruited from travel & tourism dept., employment agency</p>	<p>Difficult to be perfect hotelier in China - "restrictions" - party try to block system sometime - tier systems - local owner/HK manager/party/work unit - juggling act</p>	<p>Good support from NW - performance related</p>	<p>In house language training - cross training Very small hotel school, hotel seen as main training agency - school standards poor - mainly Chinese cuisine taught.</p>

9. Shangri la - Hangzhou

Industry	Consumer	Wants & Needs	Expatriate	Staff	System China	System Hotel	Education & Training
<p>A gold mine - a challenge - much development - at one time limited development - number rooms in major cities cannot meet demand, now lots of new developments in major cities - department stores, etc. Europeans see China as last frontier - a communist country - starting to open up - industrializing rapidly and moving to market based economy - opening up to tourism - large influx of people visiting - rapid increase of hotels for them to stay in</p>	<p>Customers expect standards equal to other countries - standards here lower, problem if customer buying a brand name - Tourist makes comparisons with other brand names - old China hands make allowances for JV status</p>	<p></p>	<p>Recruited by old China hand - gave good background details - Shanghai hotel human resources did good job of pre-contract briefing & set up orientation packages - helped with visa - documents etc. Looked after expatriates.</p> <p>an other expatriate. had much worse experience, no assistance, no orientation, no help with visa - very off putting - big cultural shock - disappointment</p> <p>Lots of obstacles at first - staff supportive. Hard to visualize lack of experience - need to start from very basic - have to compromise standards Personal relationships very important - need to rely on each other / future planning important for next generation/ locals tend to neglect maintenance/ future etc. - support dept. technical back up, Eng. purchasing vital.- need to develop these areas - rely on contacts - hard for expatriates</p>	<p>no trained base of staff cannot get experienced people - not aware of what an hotel is - some do not even know what a knife and fork is. have to identify younger elements who are trainable - and get them working for you - Neil Armstrong quote a small triumph is 1 giant step - staff seen hotel as a training base - will then move onto outside "private enterprise" restaurants salaries much higher - hotel salaries set due to joint venture with local government. Hard to recruit experience - have to make do with what you can get - many very raw "trainees" - have to start from basics - entails long term training. Low motivation - just a job</p>	<p>Lots of red tape - multi-tier system Permanent staff, and contract staff, local managers- party - some very bureaucratic - set in thinking - some see expatriates as " you foreigner - not for you" excluded from meetings etc. -even expatriates from other China countries "foreigners" Permanent staff inherited from old days - job for life -all associated benefits - very secure - will not leave - have carte blanche - see it as just a job - these staff up to department head - all local dept. heads and assistants permanent staff. Older people many missed chunk of education - worked way up - younger ones better educated - Hard to get resources - esp. spares for older properties/equip. - local commodities/ materials/ spares poor quality/long delivery - 2-3 months + maintenance important/ Import & Customs problems - red tape - Guanxi - taxes vary according to region - S.E.Z's get pref. rates</p>	<p>Corporate office in one country - outlets in others - staff see they are employed by the outlet, not the head office - HO seen as remote - managers feel distanced by some areas of corporate policy - expect to be treated same as in home country - but not - decisions questioned more frequently esp. on capital expenditure. System bureaucratic - 5 signatures to get anything - perceived over control on capital expenditure - not discriminatory -</p>	<p>using bought in training package programmes - customer care, training trainer etc. - all levels - staff up to management</p> <p>local hotel school poor - graduates have only very basic skills - but adapt better than those straight from school - bar and cookery training only - local University has tourism programme - send trainees to hotel - developing hospitality programmes - TNT (tourist authority) controls - very strict control - autocratic - tell hotels what to do - who to have - when to help</p> <p>Hotel starting skills training programmes - building up resource base of materials - customer service - attitude training - language training - under resourced staff wise - to many need training - only two trainers</p>

10. Shangri la- Shenzhen

Industry	Consumer	Wants & Needs	Expatriate	Staff	System China	System Hotel	Education & Training
<p>Fast economic growth - 2 - 5* star hotels , several 4* , high walk in rate - unpredictable - boarder town property - hotel growth blooming more on line -</p>	<p>Most from HK Chinese - very demanding - expect you to bow down - think China backward Richer locals - forget own people - throw weight around - show money off - locals do not know what a 5* hotel is - nouveau riche attitude - impolite - frustrating for staff - some HK come to show off as it is cheaper than HK - show money -</p>	<p>Expect 5* standards - no allowances made - price is the same as elsewhere so service should be as good.</p>	<p>Can be frustrating - need to keep pushing self - patience important - need to understand the "mind" and culture of staff. Company did a little to prepare - but informally - no training programme provided - self preparation seen as important - locals seen as "blank sheet", need to get their understanding - need consistent standards in training - many difficulties - with customs. people, systems etc. Most staff made personal enquiries about the country before coming - did not fully prepare for reality. Staff react differently to different styles of expatriate manager - leadership important - needs to be strong - cannot be easy going</p>	<p>Shenzhen staff more aware & better trained here - but will move to other properties for more prestige, money etc- some move to other industries - will start low (public area attendant) to get into other depts. - ask for transfer as soon as trained. S.E.Z.'s can also import staff from minor provincial villages - these staff have no skills or knowledge - no level of exposure, no concept of why things are done - have to start for absolute basics - knife /fork/spoon - need close supervision. Basic personal hygiene also a problem - soap and toilet rolls issued to staff.</p>	<p>Staff perceive that guest should be honored to be received into their hotel - no concept of hospitality. Not too much bureaucracy - close to Hong Kong - S.E.Z. - can be a draw back less as stock holding - occasional problems with red tape then throw out system. are "in China". Still have custom checking, hygiene checking - less restricted than northern parts - this property 90% owned by Shangri la - local intervention minimal - no work units - no party A/ B system - discipline easier. Culture sees waiting on people as demeaning - reduces interest in service & F&B jobs - perception of service different - hard for locals to accept criticism or complain - self dignity important.</p>	<p>Very supportive - only next door</p>	<p>Shenzhen Univ. has tourism course - doesn't cover too much about hotels - mainly geared to tourism only - graduates have only a little concept of hotels - teachers lack experience of industry. No provision for craft skill courses - Shenzhen new city - education focusing on high tech industries - not a tourist town.</p> <p>Industry see a need for specialist courses related to operational disciplines F&B, Housekeeping etc.</p> <p>Are looking for trained operatives - qualifications seen as a stepping stone to supervision - need first hand operational experience before progressing to supervisor / management jobs.</p>

11. Garden Hotel - Lee Gardens Group - Guangzhou

Industry	Consumer	Wants & Needs	Expatriate	Staff	System China	System Hotel	Education & Training
<p>Economy buoyant - locals have greater disposable industry - Local market seen as important growth area. Guanzhou market has 3 top 5* hotels - budget hotels developing, but standards lower - most foreigners choose 5* for security reasons - cleanliness etc guaranteed - location important - commercial development increasing a growing need for good commercial hotels -</p>	<p>Market mix - Local China market 1st / Hong Kong / Singapore / Europeans - Guanzhou market has 3 top 5* hotels - not specifically tourist town - a transit point - av. stay 1.5 days - mainly business town</p> <p>F&B mainly local market Tastes changing - mainly want Chinese food - but are experimenting with western foods - also with other region's Chinese foods - hotel now considering upgrade of facilities and quality to meet changing markets -</p>	<p>Want and needs changing - locals more free to travel - make comparisons between hotels and facilities - standards getting higher - expectations of decor hardware - service & standard expectations different - more geared to local taste and expectations - home comparison</p>	<p>People hard to communicate with at first - despite common language (HK expatriate) - people test new manager - give them a hard time.</p> <p>Expectations of staff different to reality - come expecting basic skills - not there -unity a big problem -team spirit lacking - see self as individuals or small units - no concept of the part affecting the whole - lack technical skills. Youth seen as a problem - staff respect age - age is experience - will test apparently younger managers - respect comes through demonstration of ability. Hard to accept local standards - hygiene etc. Staff question authority & request to change - "who are you!" - need to know culture and use it - reverse "face" - and psychology - to get results - staff will set traps if they dislike manager. Guanzhou seen as better than other cities - locals challenge - if you can do it - I can do it to - why are you getting all this money ?? In Beijing/ Shanghai staff only interested in doing</p>	<p>Communication problem - poor English and Cantonese often encountered - different mentality - non aggressive - tell them what to do - they will do it - if you want more - have to tell them again - training easy - maintaining standards harder - need to change mind set - make the staff think - more educated keen to expose themselves to skills and knowledge - for many staff just a job - staff need very specific instructions - staff expect managers to solve their problems - need to be educated to present solutions - staff see this because managers "paid" to solve problems - communist culture blamed Standards set, clearly explained , frequently reinforced, spot checks made - staff will follow procedures - but will not accept responsibility - no initiative or motivation hard to empower - seen to abuse power - e.g. FO staff given authority to discount - sell to friends - or take cut. - lack self motivation - wage differential small - thus no need to work harder</p>	<p>Tradition of local Chinese - like to use "back door" - guanxi - gifts/bribes to make contacts - otherwise doesn't work - officials give clues - "TV is very beautiful - I don't have it?" -still happens a lot - now asking for smaller things - mao tai/ cigarettes etc. - contributions to "charity" Union not to strong in Guanzhou - as compared to N. China or to N. America</p>	<p>Very supportive - give fair degree autonomy - GM has great deal of decision making authority - results orientated - need to prove success - acceptable to suggestions.</p> <p>Tiered management structure - local managers (party) - have seen (after initial struggles) that success brings benefits - now more amenable</p>	<p>8 staff - all female - "ladies have more patience" - "mental" training - culture - customer care, perception language training - both English & Cantonese - specific to job areas - customer service training - supervisory skills training - also management programmes.</p> <p>On job training done by dept. heads and supervisor Staff often see on job training as work - some managers resent this role - have to be both trainers and managers - feel it needs separate skills base. On job training on going - training the trainer workshops being used - need management training programmes - more exposure needed -</p>

12. Holiday Inn - Gullin

Industry	Consumer	Wants & Needs	Expatriate	Staff	System China	System Hotel	Education & Training
<p>Rapid change - growth of industrial manufacturing - tourism still a big attraction but slowed down over past 24 month - sufficient supply of rooms currently. 4 x 4* hotels in town, take tourist share of market. State hotels lower category - older properties.</p>	<p>Mainly tour groups - av. 3 nights stay - slow move to FIT sector - industrialization of region - mainly Westerners on China tour - older age group - come from all over - Holiday Inn brand name sells to this sector - SE Asian market growing rapidly. Local China market small - slow growth -</p>	<p>Value for money - not too concerned about amenities - out of hotel all day - just need restaurant and bars, in evening - cultural shows etc. Accept slow pace of China - FIT's demand more - paying more -</p> <p>Western F&B outlets busier - tourist want familiar food - local Chinese do not use outlets much (30%) Chinese outlets (5%) western outlets</p>	<p>Language - communication problem - staff don't work to expectations - 50% input - lack exposure. You are expatriate attitude - "you must work harder because you earn more"</p> <p>Expatriates feel they need to know more about local environment before posting - have to lower expectations - don't expect too much - long hours involved - lack of social life - little chance to mix with other expatriates - this leads to greater work involvement. Expatriates have to do much training - they need orientation and also refresher training periodically - if long contract - a break to refresh & update needed - being "away" can affect career development - language training may help some expatriates - Chinese expatriate staff expected to speak Mandarin</p> <p>Some time out to visit China before assignments</p> <p>not seen as working themselves as out of a job - enough jobs to go round - staff should see the potential though</p>	<p>Recruitment big problem rank and file moving away from hotels - want to go into business / trading - or JV companies</p> <p>Money and prestige important - because of tourism familiar with westerners - see entrepreneurial advantages - hotel pay levels diminishing comparative to other industries - not so attractive any more.</p> <p>Use government. labour market - staff have degree of choice - av. age staff 20 - contract system in force but very loosely - bond system not enforced.</p> <p>High T/O - constant training - managers very involved in training - all aspects of training needed - raw recruits.</p> <p>Many staff leave to other hotel jobs - promotion - better pay / conditions - cyclic.</p> <p>F&B staff prefer to work in western restaurant - prestige - better tips - harder to train for this area - more familiar with Chinese</p>	<p>Problems with staff attitude - pretend not to understand - no motivation to work - lack self discipline - need constant supervision - no concept customer care - or perceptions - never been a customer - some of this related to culture - also "iron rice bowl mentality" - coming from government. sector don't expect to have to work hard - won't get sacked. Also lack education - level exposure.</p> <p>Need to establish and maintain good relationships with party, and government departments - guanxi - can make big difference to making life easier - Chinese expatriates understand the "back door" system - speeds up system. - it's "part of the game"</p>	<p>Recorder off - staff overall found support sufficient - bureaucratic at times - results orientated, esp. budgets which may be needed for development</p>	<p>Tourism school, some hotel craft training schools, take students as graduates and on placement, mainly Chinese cookery, housekeeping. Standards OK - have good language skill, hotel terminology, basic grasp of business</p> <p>Holiday Inn has training school on Beijing - unit can send trainee's - used as a motivator (bribe) - those who have trained here show improvement - both course and interaction with others beneficial - courses based around practical and supervisory skills training - taught in both English & Mandarin - cross training in other China properties used, a few sent overseas.</p> <p>Need more hotel schools from government - better teacher education and language training programmes seen as needed - better PR for industry - need to create awareness and exposure for industry - show its a good job with prospects - see this mainly as government responsibility - also comment that local managers who have made the grade should promote</p>

A-9. REPATORY GRIDS - COMPUTER PRINTOUTS

		L1	L2	L3	L4	L5	L6	L7	L8	L9	L10	L11	N
EDU_Q1	CW	4.75	3.08	3.67	4.92	5.33	4.42	3.75	4.33	4.08	3.33	4.00	12
EDU_Q1	GAR	4.73	3.40	3.47	4.47	4.47	4.53	3.87	4.27	4.00	3.53	3.40	15
EDU_Q1	HIG	5.00	3.50	4.07	5.14	4.86	4.50	3.71	4.36	4.50	3.07	4.21	14
EDU_Q1	HZ	4.27	3.40	3.20	4.33	4.73	3.53	3.73	3.73	4.13	3.07	3.40	15
EDU_Q1	HZS	4.87	4.13	3.73	5.00	5.47	3.60	3.53	3.80	4.67	3.67	4.27	15
EDU_Q1	JG	5.20	3.00	4.50	4.90	5.00	4.60	3.50	3.20	3.30	3.10	2.90	10
EDU_Q1	PM	3.21	2.16	2.68	4.11	3.74	3.00	3.05	3.05	2.79	2.63	3.58	20
EDU_Q1	SU	4.58	2.17	3.50	4.00	4.50	3.67	2.67	2.58	2.83	2.17	3.64	12
EDU_Q1	SZ	3.38	4.75	2.75	2.13	3.88	3.25	2.75	2.75	2.50	1.88	3.38	9
EDU_Q1	TRD	4.00	3.17	3.33	5.33	4.17	3.83	3.42	4.08	3.67	2.58	4.00	12
EDU_Q1	XN	4.83	4.50	3.67	5.17	5.50	4.33	4.00	4.17	3.83	3.50	3.83	6
EDU_Q1	XS	4.90	2.80	4.30	5.20	5.50	4.10	3.30	3.60	3.50	2.80	3.70	10
EDU_Q1	YZ	3.53	3.20	3.00	4.53	4.13	3.33	3.53	3.13	3.80	3.07	3.00	15
EDU_Q1	Natl	4.35	3.23	3.48	4.57	4.65	3.85	3.45	3.62	3.70	2.98	3.64	165
EDU_Q2	CW	4.58	4.17	3.83	4.25	5.00	4.33	4.17	4.42	4.42	3.75	4.00	12
EDU_Q2	GAR	4.33	4.00	3.13	4.00	3.93	4.20	4.40	4.20	4.60	4.20	3.40	15
EDU_Q2	HIG	4.79	3.43	3.93	4.86	4.36	4.50	4.29	4.29	4.43	3.79	4.71	14
EDU_Q2	HZ	4.27	3.60	2.73	3.67	4.40	3.80	3.93	4.00	4.13	3.33	3.47	15
EDU_Q2	HZS	4.40	4.20	3.40	4.33	4.93	4.13	4.27	3.53	4.73	3.47	4.53	15
EDU_Q2	JG	4.50	3.50	3.20	4.40	4.30	3.40	3.30	3.70	3.70	3.00	3.10	10
EDU_Q2	PM	3.58	3.05	2.74	3.79	3.74	3.58	3.00	3.32	3.53	3.05	3.53	20
EDU_Q2	SU	4.92	4.08	3.42	4.25	4.08	4.58	4.00	4.08	4.50	3.83	3.42	12
EDU_Q2	SZ	3.25	4.25	2.63	1.88	3.88	2.88	3.25	3.13	3.75	2.75	2.75	9
EDU_Q2	TRD	4.42	4.17	4.17	4.58	4.08	3.83	3.33	4.17	3.92	3.08	4.17	12
EDU_Q2	XN	5.00	5.33	4.33	4.33	5.17	3.83	4.17	4.17	4.33	4.00	3.67	6
EDU_Q2	XS	5.10	4.20	4.20	4.70	5.00	4.40	4.30	4.10	4.80	4.20	4.00	10
EDU_Q2	YZ	3.47	3.67	3.40	3.93	3.67	3.47	3.80	3.67	4.00	3.53	3.60	15
EDU_Q2	Natl	4.3	3.87	3.40	4.10	4.29	3.94	3.85	3.89	4.21	3.53	3.75	165
EDU_Q3	CW	4.42	5.25	4.42	3.33	5.00	4.83	5.67	5.42	5.58	5.83	3.75	12
EDU_Q3	GAR	4.00	4.73	3.07	3.73	3.33	4.13	4.87	4.27	5.00	5.40	3.47	15
EDU_Q3	HIG	4.36	4.14	3.29	3.93	4.21	4.71	5.29	4.79	5.21	5.21	4.93	14
EDU_Q3	HZ	5.07	4.67	3.40	3.80	4.67	4.67	4.87	4.73	4.73	4.67	3.93	15
EDU_Q3	HZS	4.53	4.73	3.20	3.47	4.80	4.60	5.13	4.00	5.40	4.80	4.40	15
EDU_Q3	JG	3.80	5.20	3.40	3.50	2.70	3.30	5.60	4.90	5.60	5.80	4.70	10
EDU_Q3	PM	4.95	4.75	4.15	3.75	4.40	4.40	4.90	4.00	5.50	5.40	4.10	20
EDU_Q3	SU	4.18	4.55	4.18	3.82	2.73	5.09	5.55	4.45	5.00	5.45	2.27	12
EDU_Q3	SZ	3.89	4.67	3.22	2.89	5.11	4.89	5.22	3.78	5.00	4.67	3.89	9
EDU_Q3	TRD	3.58	5.17	3.33	3.00	3.25	4.50	4.83	5.00	5.58	5.67	4.25	12
EDU_Q3	XN	5.17	5.50	4.17	3.50	4.83	4.17	5.17	4.83	5.33	5.17	3.17	6
EDU_Q3	XS	4.60	5.70	3.60	4.10	4.00	5.30	5.80	4.80	5.80	5.90	4.10	10
EDU_Q3	YZ	4.07	4.73	3.80	3.27	3.27	3.93	5.20	4.33	5.33	4.87	3.87	15
EDU_Q3	Natl	4.37	4.85	3.62	3.57	4.02	4.49	5.20	4.52	5.30	5.27	3.96	165
		L1	L2	L3	L4	L5	L6	L7	L8	L9	L10	L11	N

ATT-WSC.XLS

		L1	L2	L3	L4	L5	L6	L7	L8	L9	L10	L11	L12	L13	L14	L15	L16	L17	L18	N	
EDU_Q1	CW	3.23	2.77	2.00	3.85	4.31	4.31	3.77	3.69	3.77	4.46	4.15	4.23	5.38	3.92	5.00	4.23	4.85	4.08	13	
EDU_Q1	GAR	4.00	2.20	2.00	4.40	5.47	4.60	4.67	3.73	3.60	3.73	3.60	3.93	5.07	3.73	4.27	4.20	4.27	4.07	15	
EDU_Q1	HIG	4.43	3.00	4.08	5.21	5.71	5.29	5.43	4.57	4.64	4.29	3.07	4.86	5.71	3.29	4.50	4.57	4.29	4.57	14	
EDU_Q1	HZ	3.53	2.13	2.08	4.47	5.27	4.13	4.13	3.87	3.67	4.40	4.27	3.40	4.73	3.86	4.33	3.87	4.87	4.00	15	
EDU_Q1	HZS	3.27	3.00	2.40	4.53	5.27	4.47	4.53	4.67	4.40	3.33	2.93	4.40	5.53	4.47	4.47	4.13	4.67	3.80	15	
EDU_Q1	JG	2.70	2.10	1.75	4.00	4.40	3.60	3.80	3.80	3.70	3.10	3.50	3.60	5.10	3.50	3.80	3.00	3.40	2.90	10	
EDU_Q1	PM	3.16	3.11	1.68	4.00	4.89	4.42	4.63	3.89	3.42	4.47	3.89	4.11	4.58	3.26	3.79	3.89	3.42	3.28	20	
EDU_Q1	SU	3.58	2.33	1.33	4.42	4.67	4.17	4.42	4.00	2.92	3.50	2.75	4.00	5.25	3.33	4.58	3.83	4.50	3.42	12	
EDU_Q1	SZ	1.56	2.56	3.22	4.00	4.33	3.89	4.33	3.00	3.67	4.33	4.44	4.33	4.11	4.33	4.78	4.44	2.89	3.78	9	
EDU_Q1	TRD	2.25	3.25	1.55	4.08	4.67	3.83	3.33	3.92	2.25	3.50	4.67	3.58	5.50	3.67	5.17	3.83	3.55	3.00	12	
EDU_Q1	XN	3.83	2.67	1.00	4.33	4.83	5.00	4.00	4.00	3.83	4.00	4.33	3.67	5.83	3.33	4.67	4.83	4.33	4.33	6	
EDU_Q1	XS	3.70	2.50	2.00	4.90	5.40	5.00	5.00	4.20	3.80	5.80	3.10	5.00	5.80	3.50	5.00	4.90	5.00	4.20	10	
EDU_Q1	YZ	2.73	2.53	2.53	4.07	4.73	4.00	4.27	4.07	3.47	3.93	4.20	3.13	4.67	4.00	4.53	3.80	3.80	3.27	15	
EDU_Q1	Natl	3.26	2.65	2.16	4.33	4.96	4.36	4.37	3.98	3.63	4.06	3.74	4.01	5.13	3.71	4.48	4.08	4.15	3.72	166	
		L1	L2	L3	L4	L5	L6	L7	L8	L9	L10	L11	L12	L13	L14	L15	L16	L17	L18	N	
EDU_Q2	CW	4.38	4.54	4.00	4.38	4.85	4.62	3.92	3.77	4.77	4.15	4.31	3.77	4.92	4.62	4.92	4.08	4.38	4.31	13	
EDU_Q2	GAR	4.27	4.07	3.50	4.80	5.00	4.73	3.87	3.53	5.07	3.80	4.07	4.20	4.33	4.67	4.67	4.13	4.00	4.60	15	
EDU_Q2	HIG	4.57	4.50	3.15	4.86	5.14	5.21	4.07	4.14	4.86	3.79	3.79	4.00	5.50	4.57	5.00	4.86	4.00	4.93	14	
EDU_Q2	HZ	4.20	3.80	2.92	4.80	5.07	4.47	4.00	3.93	4.47	4.27	3.80	3.73	4.27	4.43	4.40	4.40	4.60	4.36	15	
EDU_Q2	HZS	4.47	3.73	2.47	4.60	5.13	4.73	4.33	4.80	4.67	3.20	3.73	4.13	5.27	4.87	5.07	4.80	4.60	4.53	15	
EDU_Q2	JG	4.50	3.10	3.25	5.20	5.10	5.20	4.00	4.80	5.00	4.80	2.90	4.20	5.30	3.60	4.50	4.40	4.10	4.10	10	
EDU_Q2	PM	4.16	4.42	2.21	4.32	4.63	4.32	3.32	3.74	4.21	2.68	3.84	3.63	4.95	5.00	5.00	4.26	4.05	4.00	20	
EDU_Q2	SU	5.00	4.17	2.67	5.00	4.75	4.67	3.58	3.50	4.50	3.33	2.92	3.92	4.92	3.92	4.42	4.92	4.25	4.67	12	
EDU_Q2	SZ	4.11	3.89	3.00	4.22	4.22	3.33	3.11	3.44	3.44	4.33	3.56	3.44	3.44	3.56	3.56	3.67	3.56	3.78	9	
EDU_Q2	TRD	5.00	4.75	3.00	5.08	5.42	4.67	4.33	4.83	4.67	3.83	3.42	4.42	5.08	4.50	4.92	4.50	3.75	5.17	12	
EDU_Q2	XN	4.00	4.17	1.83	4.67	5.33	4.67	3.83	4.33	4.83	4.33	3.50	3.67	5.17	4.17	4.83	3.67	4.50	5.00	6	
EDU_Q2	XS	4.90	5.60	3.90	5.60	5.40	5.30	4.00	4.70	4.80	4.50	4.50	4.60	5.00	4.70	5.40	5.10	3.10	5.20	10	
EDU_Q2	YZ	4.13	3.33	2.53	4.67	5.07	4.87	3.80	4.07	4.87	4.14	3.67	4.33	4.93	4.07	4.80	4.73	4.47	4.47	15	
EDU_Q2	Natl	4.43	4.15	2.94	4.76	4.99	4.68	3.86	4.09	4.63	3.84	3.72	4.01	4.86	4.43	4.76	4.46	4.13	4.52	166	
		L1	L2	L3	L4	L5	L6	L7	L8	L9	L10	L11	L12	L13	L14	L15	L16	L17	L18	N	
EDU_Q3	CW	4.38	4.23	3.46	4.15	4.23	4.46	3.85	3.92	4.15	3.77	3.92	3.69	4.31	4.00	4.00	3.85	4.08	3.92	13	
EDU_Q3	GAR	3.00	2.73	2.79	3.60	3.27	3.40	3.33	3.73	3.67	4.13	3.80	3.33	3.80	4.47	3.47	2.93	3.47	3.47	15	
EDU_Q3	HIG	3.50	3.36	2.38	4.21	3.86	3.93	3.64	3.79	3.64	3.21	3.00	3.71	4.43	3.57	4.43	3.57	3.93	3.64	14	
EDU_Q3	HZ	3.60	3.93	2.77	4.27	4.13	3.93	3.87	4.07	4.20	4.27	3.33	3.73	3.40	4.14	4.07	3.73	3.67	3.86	15	
EDU_Q3	HZS	3.40	4.00	3.00	4.53	4.40	4.47	4.53	4.67	4.67	2.93	2.73	3.93	4.33	4.40	4.60	4.13	3.80	4.07	15	
EDU_Q3	JG	3.70	4.10	3.25	4.40	3.80	3.60	3.40	3.80	4.00	3.00	3.30	4.20	3.40	3.40	3.70	3.50	3.10	3.20	10	
EDU_Q3	PM	3.00	3.68	2.63	3.84	3.84	3.79	3.21	3.21	3.63	2.95	3.68	3.53	4.00	4.21	4.58	3.42	3.84	3.53	20	
EDU_Q3	SU	3.67	3.92	3.58	4.08	3.75	3.75	3.58	3.67	3.42	4.00	3.67	4.08	3.50	3.67	3.92	3.75	3.00	3.67	12	
EDU_Q3	SZ	3.78	3.67	3.56	3.67	4.00	3.11	2.89	3.56	3.78	3.78	4.00	3.11	3.89	2.78	4.22	4.00	4.33	4.33	9	
EDU_Q3	TRD	4.50	3.75	3.00	3.75	4.08	4.00	3.42	4.42	3.58	3.67	3.33	3.67	4.17	4.17	4.67	4.17	3.91	4.25	12	
EDU_Q3	XN	2.83	4.00	2.00	4.50	4.17	3.67	4.17	3.83	4.00	3.50	3.83	4.00	3.67	4.17	4.00	3.17	3.83	3.67	6	
EDU_Q3	XS	3.50	4.10	2.80	4.50	4.50	4.30	3.90	4.30	3.60	4.20	3.80	3.80	4.80	4.20	5.10	4.90	3.60	3.40	10	
EDU_Q3	YZ	3.53	3.93	3.13	3.60	3.73	3.87	4.00	4.53	3.87	3.93	3.53	3.67	3.73	3.47	3.80	3.93	3.67	3.60	15	

ATT-WSC.XLS

EDU_Q3	Natl	3.56	3.77	2.96	4.05	3.96	3.89	3.68	3.92	3.87	3.58	3.53	3.75	3.92	3.87	4.29	3.81	3.66	3.73	166
		L1	L2	L3	L4	L5	L6	L7	L8	L9	L10	L11	L12	L13	L14	L15	L16	L17	L18	N
		L1	L2	L3	L4	L5	L6	L7	L8	L9	L10	L11	L12	L13	L14	L15	L16	L17	L18	N
EDU_Q4	CW	4.77	5.15	3.23	4.23	4.46	4.62	4.15	3.85	4.15	4.08	3.54	4.46	4.54	4.15	4.23	4.08	4.38	4.31	13
EDU_Q4	GAR	4.27	5.67	2.36	4.13	3.67	3.60	3.73	3.87	4.20	3.67	3.73	3.80	3.80	3.40	4.33	3.87	3.20	4.00	15
EDU_Q4	HIG	4.21	5.21	1.62	4.43	3.93	3.71	3.57	3.71	4.14	3.29	3.14	4.57	3.64	3.71	4.00	4.21	4.21	4.93	14
EDU_Q4	HZ	4.93	5.47	2.08	4.60	4.13	4.07	4.33	4.13	4.53	4.27	3.80	3.93	4.07	3.86	4.07	4.13	4.00	4.50	15
EDU_Q4	HZS	3.93	4.80	1.27	4.27	3.67	3.67	3.73	4.27	4.33	3.87	3.47	3.67	4.40	3.60	4.73	4.13	3.20	3.87	15
EDU_Q4	JG	2.80	4.40	2.13	3.70	3.20	2.70	3.10	3.60	3.70	3.50	3.80	3.30	3.80	3.80	4.50	3.50	3.40	3.20	10
EDU_Q4	PM	4.11	4.84	2.11	3.89	3.89	3.42	3.11	3.16	3.58	3.53	2.89	3.58	3.63	3.47	3.89	4.16	3.37	3.37	20
EDU_Q4	SU	4.17	5.17	2.50	4.00	3.25	3.25	3.08	3.67	3.83	3.58	3.17	4.00	3.08	3.50	3.83	3.75	2.25	3.50	12
EDU_Q4	SZ	3.89	3.44	2.67	3.22	3.56	2.67	3.44	4.11	2.89	2.78	3.67	3.78	3.78	2.89	3.78	3.78	4.00	4.00	9
EDU_Q4	TRD	5.33	5.00	2.00	4.58	4.08	3.42	4.33	4.67	4.00	4.42	3.83	4.67	4.08	3.58	4.75	4.83	3.92	4.00	12
EDU_Q4	XN	5.33	5.83	2.00	5.00	4.33	4.67	3.67	4.33	4.50	3.67	5.00	4.67	4.33	4.33	4.50	3.17	4.33	4.83	6
EDU_Q4	XS	3.40	4.60	1.80	4.20	3.80	3.30	3.90	4.30	4.00	3.30	4.10	3.20	4.20	4.00	4.90	4.80	3.30	3.60	10
EDU_Q4	YZ	3.80	4.93	2.73	4.07	3.73	3.47	3.93	4.00	3.60	3.43	3.80	3.67	4.00	4.33	3.93	4.33	3.13	4.07	15
EDU_Q4	Natl	4.22	4.99	2.19	4.17	3.82	3.58	3.70	3.93	3.96	3.67	3.59	3.92	3.93	3.73	4.24	4.10	3.55	3.99	166
		L1	L2	L3	L4	L5	L6	L7	L8	L9	L10	L11	L12	L13	L14	L15	L16	L17	L18	N
EDU_Q5	CW	4.92	4.85	4.38	4.85	4.62	4.85	4.31	3.92	4.31	4.46	4.00	4.31	5.00	4.00	4.31	4.38	4.54	4.38	13
EDU_Q5	GAR	4.67	5.13	3.86	4.53	4.53	4.33	4.33	4.33	4.53	4.00	3.60	4.27	4.53	3.67	4.67	4.73	4.00	4.47	15
EDU_Q5	HIG	4.93	5.43	2.77	5.14	4.93	4.50	4.50	4.71	4.79	4.21	3.64	4.71	4.93	4.00	4.43	4.50	4.07	4.71	14
EDU_Q5	HZ	4.80	5.00	2.77	4.67	4.60	4.40	4.33	4.27	4.47	4.07	3.73	4.07	4.40	4.36	4.33	4.20	4.13	4.79	15
EDU_Q5	HZS	4.33	4.40	2.60	4.80	4.60	4.33	4.47	4.80	4.27	3.67	3.33	4.13	4.67	4.27	4.60	4.40	4.13	4.53	15
EDU_Q5	JG	4.30	4.80	4.13	5.40	5.00	4.70	4.10	4.70	4.60	3.90	3.50	4.10	5.10	4.20	4.50	4.20	4.00	4.70	10
EDU_Q5	PM	4.21	5.21	3.58	4.37	4.47	3.89	3.74	3.74	4.21	3.89	3.32	3.26	4.58	4.26	4.42	4.26	4.00	4.32	20
EDU_Q5	SU	4.75	5.25	3.92	5.33	4.33	4.00	4.00	4.08	4.50	3.42	3.25	3.75	4.33	4.08	4.17	3.92	3.75	4.08	12
EDU_Q5	SZ	3.56	4.33	3.67	3.56	3.44	3.44	3.11	3.67	4.22	4.56	3.33	3.33	3.89	3.11	4.00	3.44	3.67	4.22	9
EDU_Q5	TRD	4.42	4.58	3.64	4.75	4.67	4.08	3.58	4.33	3.83	3.75	3.25	3.92	4.67	3.73	4.50	4.50	3.92	4.17	12
EDU_Q5	XN	4.83	5.33	3.00	5.33	5.00	5.00	4.00	4.83	5.17	4.50	3.67	5.00	4.83	3.67	4.67	4.00	4.50	5.00	6
EDU_Q5	XS	3.70	4.90	3.10	4.30	4.90	4.00	4.20	4.80	4.20	4.20	4.30	3.70	5.30	3.70	5.00	5.20	4.10	4.50	10
EDU_Q5	YZ	4.87	5.40	4.27	4.47	4.20	4.27	3.80	4.00	4.33	4.00	3.67	3.73	4.13	4.67	4.40	3.60	3.80	4.33	15
EDU_Q5	Natl	4.51	4.99	3.52	4.71	4.55	4.27	4.06	4.28	4.39	4.01	3.57	3.98	4.62	4.04	4.45	4.27	4.04	4.46	166
		L1	L2	L3	L4	L5	L6	L7	L8	L9	L10	L11	L12	L13	L14	L15	L16	L17	L18	N
EDU_Q1	CW	3.23	2.77	2.00	3.85	4.31	4.31	3.77	3.69	3.77	4.46	4.15	4.23	5.38	3.92	5.00	4.23	4.85	4.08	13
EDU_Q1	GAR	4.00	2.20	2.00	4.40	5.47	4.60	4.67	3.73	3.60	3.73	3.60	3.93	5.07	3.73	4.27	4.20	4.27	4.07	15
EDU_Q1	HIG	4.43	3.00	4.08	5.21	5.71	5.29	5.43	4.57	4.64	4.29	3.07	4.86	5.71	3.29	4.50	4.57	4.29	4.57	14
EDU_Q1	HZ	3.53	2.13	2.08	4.47	5.27	4.13	4.13	3.87	3.67	4.40	4.27	3.40	4.73	3.86	4.33	3.87	4.87	4.00	15
EDU_Q1	HZS	3.27	3.00	2.40	4.53	5.27	4.47	4.53	4.67	4.40	3.33	2.93	4.40	5.53	4.47	4.47	4.13	4.67	3.80	15
EDU_Q1	JG	2.70	2.10	1.75	4.00	4.40	3.60	3.80	3.80	3.70	3.10	3.50	3.60	5.10	3.50	3.80	3.00	3.40	2.90	10
EDU_Q1	PM	3.16	3.11	1.68	4.00	4.89	4.42	4.63	3.89	3.42	4.47	3.89	4.11	4.58	3.26	3.79	3.89	3.42	3.28	20
EDU_Q1	SU	3.58	2.33	1.33	4.42	4.67	4.17	4.42	4.00	2.92	3.50	2.75	4.00	5.25	3.33	4.58	3.83	4.50	3.42	12

**A-10. CUSTOMER SURVEY - OPEN ENDED QUESTION RESPONSES -
COMPUTER PRINTOUTS**

	id	q	netl	stay	newfs_ev	newf_ev2	newf_ev3	impemort	impemrt2
85	HZ18	C	CO	BUSI	-	-	-	Hospitable, Friendly & Cour	WEATHRFORC/ WELC C
86	HZ19	C	CO	LEIS	-	-	-		
87	HZ20	C	CO	LEIS	-	-	-		
88	HZ21	C	MAI	LEIS	-	-	-		
89	HZ22	C	MAI	VISI	MtdClook	in lobby		Overall Service	
90	HZ23	C	MAI	BUSI	-	-	-		
91	HZ24	C	CO	BUSI	FreePres	FaeLongHours		Design - Lobby	
92	HZ25	C	CO	BUSI	-	-	-		
93	HZ26	C	S.E.	BUSI	-	-	-		
94	HZ27	C	CO	LEIS	-	-	-		
95	HZ28	C	CO	BUSI	-	-	-		
96	HZ29	C	CO	BUSI	Hot Water Jug	HairDryer		Overall Environment/ Outlo	
97	HZ30	E	WES	LEIS	-	-	-	Hospitable, Friendly & Cour	Intl staff
98	HZ31	E	WES	CON	Hair Dryer				
99	HZ32	E	CO	LEIS	-	-	-	Overall Environment/ Outlo	spacious & clean
100	HZ33	E	CO	BUSI	-	-	-		
101	HZ34	E	WES	BUSI	-	-	-		
102	HZ36	E	WES	LEIS	-	-	-	Overall Environment/ Outlo	clean & Friendly
103	HZ36	E	WES	LEIS	-	-	-		
104	HZ37	E	WES	LEIS	-	-	-		
106	HZ38	E	WES	BUSI	T/A Count			Overall Service	-BestBusHl
108	HZ39	J	JAP	LEIS	-	-	-		
107	HZ40	J	JAP	BUSI	-	-	-		
108	HZ41	J	JAP	LEIS	-	-	-		
108	HZ42	J	JAP	LEIS	-	-	-	Specific Outlet	-FO frd stt
110	HZ43	J	JAP	BUSI	Improvements in Exierl	AlarmClock		Specific Rm Amenity	-Hangers
111	HZ44	J	JAP	BUSI	Hair Dryer				
112	HZ501	J	JAP	LEIS	-	-	-	primelet	good serv
113	HZ502	J	JAP	BUSI	Rm Serv	-in the morn		Quiet	_location
114	HZ503	J	JAP	BUSI	Jpn&pkg			Eng&pkg	
115	HZ504	J	JAP	LEIS	ShuttleB	-to shoppCtr			
116	HZ506	J	JAP	BUSI	-	-	-		
117	HZ506	E	S.E.	LEIS	Pool	TennisCrt		HghServ	ReptServ
118	HZ507	E	CO	BUSI	-	-	-	Clean	Location
119	HZ508	E	WES	BUSI	Pool	TennisCrt		NR	
120	HZ509	E	CO	BUSI	Free&Bus	XpressC/I	& out/ForexAlthme	Location	Efficiency
121	HZ510	E	WES	LEIS	Shops			ReptServ	-friendly
122	HZ511	E	WES	LEIS	-	-	-	Quiet	
123	HZ512	E	MAI	BUSI	-	-	-		
124	HZ513	E	WES	BUSI	Pool	TennisCrt	FaxMachine		
126	HZ514	E	CO	LEIS	Pool	TennisCrt		Door	WellTrained Staff
126	HZ515	E	CO	LEIS	Pool	Sauna		Effhept	

delmet	delmet2	othcomnt	othcom2	supp
Environment	-InHseMusic	HdToothB	SmelH2O	
Specific Outlet/Dept	FO&Bell			
NI				
Security	StrictCdtVst	AlarmCk		
NI		NI		
NI		NI		
Language Ability				
Language Ability	jmp- rest staff			
		Good Hotel		
wrmeasura	dirty bath	NI		
Specific Room Amenity	BathDrainage	H-Shower		
hope	lake-facing room			
TipOrion	-no topBed Att			
NI		NI		
NI				
HghRate				
HghRate	PeerFoodServ	Leak MGT	Clean at Night-OK	
NI		NI		
BagMgt	Slow express C/I			
NI/DR/FA	serv: Exp but Low endSer	NI/Facilit	Many6 of are inexpr	Bills not Problem
NI		Overall	-Is good	
Security	-Many unwanted Outsiders	Imprsn	-In security system	

	id	q	natl	stay	newfs_sv	newfs_sv2	newfs_sv3	impemort	impemort2
127	H2816	E	WES	LEIS	-	-	-	Quality	-all around
128	H2817	E	WES	LEIS	NIL			Fridy/Atom	Neet & Clean Facit
129	H2818	E	WES	LEIS	GdLightg	-for reading		PrettyVw	-of the lake/NiceR
130	H2819	E	WES	LEIS	Citymap	-in rm/	inet Cafe/Tea	DairyHk	-FOSd/ Nice LooeR
131	H2820	E	WES	BUSI	-	-	-	FrdHpf	-Staff
132	H2821	E	WES	OTH	-	-	-	FrdySrv	
133	H2822	E	WES	BUSI	-	-	-	DairyHk	-Fosd/ OverSrv
134	H2823	E	OTH	BUSI	ClnTowel	BodyLotion	Hdryer	Loacorn	FrdFOSstaff
136	H2824	E	WES	LEIS	-	-	-	TapNotsh	-all around
136	H2825	E	WES	BUSI	-	-	-		
137	H2826	E	OTH	LEIS	-	-	-	Hyflect	
138	H2827	E	WES	BUSI	ExtDeceer	-Ugly&Oldsty		BigTm	
139	H2828	E	JAP	BUSI	ElecJug			WoeLake	
140	H2829	E	WES	LEIS	HDryer	MushH2O	IceCubes	Mntnrs	& Met Representd
141	H2830	E	OTH	BUSI	Pool	Recreatn Fee	OtherToilet Fee	FOSstf	WLake View
142	H2831	E	WES	BUSI	-	-	-	Loacorn	
143	H2832	E	WES	BUSI	-	-	-	Loacorn	
144	H2833	E	WES	LEIS	-	-	-	WoeMain	HelpStaff
146	H2834	E	WES	BUSI	-	-	-	Setting	Let/ENR/frdy/FOM
146	H2836	E	MAI	BUSI	-	-	-	KindStaf	
147	H2838	C	MAI	CON	Razer	comb	HDryer	KindStaf	GoodEngSpt
148	H2837	C	WES	BUSI	Pool	ChLiveBand		Quiet	Peaceful
149	H2838	C	CO	BUSI	-	-	-	Quiet	
150	H2838	C	CO	BUSI	-	-	-	Quiet	
151	H2840	C	MAI	OTH	Traffic	-bet E&WBk	Escalator	BarBill	-disputed settem
152	H2841	C	MAI	LEIS	-	-	-		
153	H2842	C	S.E.	BUSI	NIL			DrvsAtt	Environment
154	H2843	C	CO	BUSI	-	-	-	DELICnr	-on F&B outlet
156	H2844	C	CO	VISI	Est&Wrt	-transportn		LuxDeceer	
156	H2846	C	CO	LEIS	HotelGld	Map on WLake			
157	H2848	C	CO	LEIS	Pool	Shuttle bus	-to station/inHoeM	NiceExt	
158	H2847	C	CO	BUSI	NIL			NI	2 CI Counters
159	H2848	C	MAI	BUSI	NIL			StaffAtt	HighS toll srv
160	H2848	C	CO	LEIS	GldLtr	-about hotel			
161	H2850	C	CO	LEIS	TempT/G	-service		NiceEnvrt	
162	H2851	C	CO	BUSI	-	-	-		
163	H2852	C	CO	LEIS	FAXDeliv			NiceEnvrt	
164	H2853	C	MAI	BUSI	-	-	-		
166	H2854	C	CO	LEIS	Pool				
166	H2856	C	S.E.	BUSI	Pool			NI	
167	H2856	C	CO	BUSI	GarStkH				
168	H2857	C	MAI	LEIS	-	-	-		

delmet1	delmet2	othcommt	othcom2	supp
ColdRms	-could be warmer	Lovely	-Location	
NI		NI		
exclBkfst	No Intl Papers		-such as Intl Herald-Trib	
PimpeOut	Things Are Expv			
NI		NI		
NI				
Noise	DirtyTowel	NoRmtTV	No intergrated facilities	
WarmerTp	-in Fall	Good.Let	Frdyrd/ Fine laudyRtn	
Food	-in Coffee Gardn/Bed	Rm/Vibe	-very noisy	
Corridor	-too Dark&Cold in Evening			
NI		W@ComB		
NI		NI		
DirtyTwd	No Bath/Robes	NoHCandn	Windows is so wet	
NI			Should be like oth EGLs	
NI				
ShopStaf	-discourteous			
Unclean	-room			
Location	-far from city	NI		
NoPool	NoFeelig of Resorcht			
NI		NI		
BkfstSyst	-pls use opu	-or othr	-more advance system	
Food Std	Ret Serv Std	NoRmtTV	NoHDryer	TooManyTrainees
BChsefAR		GDFO6stf	Peppine Try to go Bkfst	
Toofar	Betw E & W Blocks			
FearRmAm	-Very Diff oth EGL			
DirtyCrp		NI		
WC		NI		
Corridor				
Corridor				
NoCamb				.
NI		NI		

A10

	id	q	natl	stay	newfs_ev	newf_ev2	newf_ev3	impmost
169	HZS58	C	MAI	VISI	-	-	-	
170	HZS59	C	MAI	BUSI	-	-	-	ServAtt
171	HZS60	C	MAI	BUSI	-	-	-	
172	HZS61	C	CO	BUSI	-	-	-	NiceEnvr
173	HZS62	C	CO	BUSI	-	-	-	
174	HZS63	C	S.E.	LEIS	-	-	-	
175	HZS64	C	S.E.	BUSI	BabySng			NiceEnvr
176	JG01	C	CO	BUSI	Improvements in Exteri	BreakfastChi		In-Room Environment
177	JG02	C	CO	BUSI	-	-	-	
178	JG03	C	CO	BUSI	-	-	-	
179	JG04	C	WES	BUSI	Entertaining Facilities	TennisSquash	FreeH2O	Hospitable, Friendly & Cour
180	JG05	C	CO	BUSI	Hair Dryer	MiniBar		Specific Serv Mbr
181	JG06	C	CO	BUSI	-	-	-	Specific Serv Mbr
182	JG07	C	CO	BUSI	NIL			Specific Serv Mbr
183	JG08	C	CO	BUSI	PubliTe	TennisCourt	Activities	Hospitable, Friendly & Cour
184	JG09	C	MAI	BUSI	Stationary			Hospitable, Friendly & Cour
185	JG10	C	MAI	LEIS	-	-	-	Not Specified
186	JG11	C	CO	BUSI	-	-	-	Hospitable, Friendly & Cour
187	JG12	C	CO	BUSI	-	-	-	
188	JG13	C	-	LEIS	-	-	-	
189	JG14	C	CO	BUSI	Mail	RestArea		GetProf
190	JG15	C	JAP	LEIS	Improvements in Exteri	-Laundry		
191	JG16	C	S.E.	BUSI	-	-	-	Overall Service
192	JG17	C	S.E.	BUSI	NIL			Overall Service
193	JG18	C	MAI	BUSI	-	-	-	Hospitable, Friendly & Cour
194	JG19	C	MAI	VISI	-	-	-	Not Specified
195	JG20	C	-	VISI	-	-	-	
196	JG21	C	OTH	BUSI	-	-	-	Specific Serv Mbr
197	JG22	C	CO	BUSI	TennisCT			Specific Rm Amenity
198	JG23	C	CO	BUSI	Entertaining Facilities	BarW/Sings		Overall Service
199	JG24	C	CO	BUSI	Entertaining Facilities	Bar		Specific Serv Mbr
200	JG25	C	MAI	BUSI	-	-	-	
201	JG26	C	CO	BUSI	NI			NI
202	JG27	C	WES	BUSI	-	-	-	Overall Service
203	JG28	C	CO	BUSI	-	-	-	Specific Serv Mbr
204	JG29	C	CO	BUSI	NIL			Overall Service
205	JG30	C	WES	BUSI	NIL			ScorPrio
206	JG31	C	WES	BUSI	-	-	-	
207	JG32	C	MAI	OTH	OA Equipment			Specific Serv Mbr
208	JG33	C	MAI	OTH	-	-	-	
209	JG34	C	CO	BUSI	Extra Services			NI
210	JG35	J	JAP	BUSI	-	-	-	

impmet2	dolmet	dolmet2	othcommt	othcom2	supp
HoopServ					
	Corridor		ChnDishe	-fastfood	
	NoPool				
Spacious Setting	Corridor		Prepared	RegCards	
	Restaurant Serv/ Food Qual				
Pool	Specific Outlet/Dept	-WestRestur	GoodMain	MiniSefs/hrs	
-GSManager	Specific Service	-Help	IneffSer	-Restaurant	
-VipFloor	Food (price/quality/choices)				
	NI		Stationr		
	Environment	-RestArea	Service	-Explain Sit	
	Specific Facilities	A/eCarpet	BusCvr	Modernized	
			OfferDis		
	Specific Facilities	-A/C			
-inferior	NI		FoodQual		
	RoomSize		NI		
	NI		NI		
	NI				
	Escalato		Discount		
	NI		Foot.seat		
Fndrstaff	Others	NonMiscgs			
	NI				
	Restaurant Serv/ Food Qual	Fdr-Naval	FoodPng		
Karaoke	Food (price/quality/choices)	A/ePeer			
	NI		NI		
	A/ePeer		Keepitup		
-EN_AM	Specific Staff Mbr	-Operator			
	NI		Food Var	-Chinese	

A10

	id	q	natl	stay	newfs_ev	newf_ev2	newf_ev3	impemnt	impemnt2
211	JG36	J	JAP	CON	-	-	-		
212	JG37	J	JAP	BUSI	Improvements in Exter	-Operator		Overall Environment/ Outlo	
213	JG38	J	JAP	BUSI	-	-	-		
214	JG39	J	JAP	BUSI	-	-	-	NI	
215	JG40	J	JAP	BUSI	OpenHour	Unvail Opn			
216	JG41	J	JAP	LEIS	-	-	-	Layout & Facilities	
217	JG42	J	JAP	BUSI	Improvements in Exter	-Repair		Specific Serv Mbr	-ExFdBt
218	JG43	J	JAP	BUSI	Keppup&d			Specific Serv Mbr	
219	JG44	J	JAP	BUSI	-	-	-		
220	JG45	J	JAP	BUSI	-	-	-		
221	JG46	J	JAP	OTH	-	-	-		
222	JG47	J	JAP	BUSI	Hair Dryer				
223	JG48	J	JAP	-	-	-	-	Specific Serv Mbr	
224	JG49	J	JAP	LEIS	-	-	-		
226	JG50	J	JAP	BUSI	-	-	-		
228	JG51	J	JAP	BUSI	-	-	-		
227	JG52	J	JAP	OTH	-	-	-		
228	JG53	J	JAP	BUSI	-	-	-		
229	JG54	J	JAP	BUSI	-	-	-		
230	JG55	J	JAP	BUSI	-	-	-		
231	JG56	J	JAP	BUSI	-	-	-		
232	JG57	J	JAP	CON	-	-	-		
233	JG58	J	JAP	BUSI	-	-	-		
234	JG59	E	CO	BUSI	-	-	-		
236	JG60	E	WES	BUSI	-	-	-		
238	JG61	E	CO	BUSI	-	-	-		
237	JG62	E	CO	BUSI	-	-	-		
238	JG63	E	WES	LEIS	-	-	-		
239	JG64	E	WES	BUSI	-	-	-		
240	JG66	E	WES	BUSI	-	-	-		
241	JG68	E	WES	BUSI	-	-	-		
242	JG67	E	S.E.	BUSI	-	-	-		
243	JG68	E	CO	BUSI	-	-	-		
244	JG69	E	CO	CON	-	-	-		
246	JG70	E	CO	BUSI	-	-	-		
246	JG71	E	S.E.	BUSI	-	-	-		
247	JG72	E	WES	BUSI	-	-	-		
248	JG73	E	WES	BUSI	-	-	-		
249	JG74	E	S.E.	BUSI	-	-	-		
250	JG76	E	OTH	BUSI	-	-	-		
251	JG76	E	WES	BUSI	-	-	-		
252	JG77	E	S.E.	BUSI	-	-	-		

	id	q	netf	rtay	newfs_ev	newf_ev2	newf_ev3	impmost
253	JG78	E	WES	BUSI	-	-	-	
254	JG79	E	WES	BUSI	-	-	-	
255	JG80	E	S.E.	BUSI	-	-	-	
256	JG81	E	CO	BUSI	-	-	-	
257	JG82	E	WES	BUSI	-	-	-	
258	JG83	E	CO	BUSI	-	-	-	
259	JG84	E	WES	BUSI	-	-	-	
260	JG85	E	-	-	-	-	-	
261	PM01	C	CO	CON	Clinic			WellEqp
262	PM02	C	CO	LEIS	ChnRest			HighStd
263	PM03	C	S.E.	BUSI	ExtraKey	-for 2/perse		HighStd
264	PM04	C	CO	BUSI	DrBell			InRm
265	PM05	C	S.E.	LEIS	ChnRest			DownTown
266	PM06	C	CO	BUSI	HkMovies			ExtPR
267	PM07	C	JAP	BUSI	Mars	-PrettyStaff		NiceStaff
268	PM08	C	WES	BUSI	FloCall			
269	PM09	C	CO	BUSI	-	-	-	
270	PM10	C	CO	BUSI	NL			GROdept
271	PM11	C	CO	BUSI	ChnRest	Reliable	-Laundry	
272	PM12	C	MAI	LEIS	-	-	-	FOStaff
273	PM13	C	MAI	BUSI	FloCall			StaffEv
274	PM14	C	CO	VISI	MarsLigt	-in Room		FrdyStaff
275	PM15	C	CO	BUSI	-	-	-	24H Betr
276	PM16	C	MAI	VISI	NL			NoRadio
277	PM17	C	CO	BUSI	-	-	-	
278	PM18	C	CO	LEIS	NL			Not Specified
279	PM19	C	CO	LEIS	-	-	-	BigRoom
280	PM20	C	CO	BUSI	FreeMovi			BigRoom
281	PM21	C	CO	BUSI	-	-	-	ServStd
282	PM22	C	S.E.	BUSI	Bowling			InDrGolf
283	PM23	C	CO	LEIS	NL			Nil
284	PM24	C	CO	BUSI	ChnRest			GRO
285	PM25	C	-	BUSI	-	-	-	
286	PM26	C	-	BUSI	B-Salon			NiceEnvr
287	PM27	C	-	LEIS	Imprvm	-Recept'sAtt		Location
288	PM28	C	MAI	BUSI	-	-	-	ServStd
289	PM29	C	CO	VISI	-	-	-	
290	PM30	C	CO	LEIS	ChnRest			GRO
291	PM31	C	CO	LEIS	LowRate			
292	PM32	C	MAI	LEIS	-	-	-	
293	PM33	E	CO	BUSI	G/Clinic			HealthCB
294	PM34	E	WES	BUSI	See Key	DoorBell		Beulobby

	id	q	natl	ctry	newfs_ev	newf_ev2	newf_ev3	import	import2
296	PM36	E	WES	LEIS	Faet C/I	C/O		GetRmFae	ExtSrv
298	PM38	E	WES	BUSI	DoorBell			Rest-	ShanghaiJax
297	PM37	E	S.E.	LEIS	-	-	-		
298	PM38	E	MAI	BUSI	FLoorCall				
299	PM39	E	WES	CON	-	-	-		
300	PM40	E	WES	BUSI	-	-	-		
301	PM41	E	CO	BUSI	-	-	-		
302	PM42	E	WES	BUSI	-	-	-		
303	PM43	E	WES	OTH	-	-	-	BigRoom	GoodFacility
304	PM44	E	CO	OTH	-	-	-	Env't	ServStd
305	PM45	E	CO	CON	-	-	-	ExecvFr	-HorizonFloor
306	PM46	E	WES	BUSI	-	-	-		
307	PM47	E	S.E.	LEIS	-	-	-		
308	PM48	E	WES	BUSI	-	-	-		
309	PM49	E	WES	LEIS	ChrRest				
310	PM50	E	CO	LEIS	-	-	-		
311	PM51	E	WES	CON	-	-	-	Friendly	Helpful
312	PM52	E	WES	CON	-	-	-		
313	PM53	E	CO	LEIS	-	-	-		
314	PM54	E	WES	BUSI	-	-	-		
315	PM55	E	CO	CON	NIL			NiceRoom	
316	PM56	E	WES	LEIS	-	-	-		
317	PM57	E	S.E.	CON	ChrRest				
318	PM58	E	-	OTH	-	-	-		
319	PM59	E	-	OTH	-	-	-		
320	PM60	E	-	OTH	-	-	-		
321	PM61	E	-	BUSI	-	-	-		
322	PM62	E	-	BUSI	Courtesy	-more		Bed	-Very Comft
323	PM63	E	-	VISI	-	-	-		
324	PM64	E	WES	VISI	DoorBell	SpeedC/I		Location	-Convrt for Shopg
325	PM65	E	-	LEIS	Tel	-InLobby		ServStd	
326	PM66	E	WES	CON	-	-	-		
327	SU01	C	WES	BUSI	Repleom	BthrmDrain	Bthrm Sanitn		
328	SU02	C	-	-	EnterCvr	CarSpkgstgoff		Quiet	A Safe En't
329	SU03	C	MAI	BUSI	Gym			Not Specified	
330	SU04	C	CO	VISI	-	-	-		
331	SU06	C	MAI	BUSI	-	-	-		
332	SU08	E	WES	OTH	Choice	-moreFd/rst		room	Staff Att (*FOM)
333	SU07	E	WES	BUSI	AirTicket	TourOrg	Boatg serv	Clean	Service OK
334	SU08	E	WES	BUSI	-	-	-		
335	SU09	E	S.E.	OTH	GamesRm	T.Tennis Tbl		FOStaff	-Helpful
336	SU10	E	S.E.	BUSI	Furniture	-for Lg Sty		Big Rm	FO & HSP Serv

	id	q	net	sbty	newfs_ev	newf_ev2	newf_ev3	impasort	impasrt2
337	SU11	E	WES	LEIS	-	-	-	ShopgCtr	
338	SU12	J	JAP	LEIS	ICardbly	SafeBox	RefrbM		
339	SU13	J	JAP	BUSI	-	-	-		
340	SU14	J	JAP	BUSI	SmallPtt	-for sgl Par			
341	SU15	J	JAP	LEIS	Hsh Part				
342	SU16	J	JAP	OTH	-	-	-	CityServ	
343	SZ01	C	MAI	LEIS	-	-	-	NIL	
344	SZ02	C	MAI	VISI	-	-	-		
345	SZ03	C	MAI	CON	NIL	-	-	NIL	
346	SZ04	C	CO	CON	NIL	-	-	NIL	
347	SZ05	C	MAI	LEIS	-	-	-		
348	SZ06	C	CO	BUSI	-	-	-	Serv Std	Speed Serv/Courteou
349	SZ07	C	-	LEIS	-	-	-	Noisel.ob	-unlts 6-° propy
350	SZ08	C	CO	LEIS	-	-	-		
351	SZ09	C	WES	BUSI	-	-	-	Noisel.ob	
352	SZ10	C	CO	BUSI	NIL	-	-	BrandNew	VeryClean/Gd Mgt
353	SZ11	C	CO	BUSI	-	-	-		
354	SZ12	C	MAI	LEIS	-	-	-		
355	SZ13	C	MAI	BUSI	Relaxing	-program	-	New	Beautiful
356	SZ14	C	CO	BUSI	NIL	-	-	RevDecor	StaffATT
357	SZ15	C	MAI	BUSI	-	-	-	Staff	-only work if tipp
358	SZ16	C	CO	CON	-	-	-		
359	SZ17	C	CO	BUSI	-	-	-		
360	SZ18	C	CO	BUSI	-	-	-		
361	SZ19	C	MAI	OTH	-	-	-	VaryNice	- Rept Staff / Ind
362	SZ20	C	CO	LEIS	moreMev	KtvPrvRm	Entertg Actvies	Quits	New/HClass
363	SZ21	C	CO	LEIS	NIL	-	-	NIL	
364	SZ22	C	MAI	LEIS	NIL	-	-	NIL	
365	SZ23	C	CO	BUSI	-	-	-	LuxSetg	-with elegt turn
366	SZ24	C	MAI	VISI	Carsh		-		
367	SZ25	C	S.E.	BUSI	NIL	-	-	Cls Stat	
368	SZ26	C	-	CON	-	-	-		
369	SZ27	C	CO	BUSI	-	-	-		
370	SZ28	C	CO	BUSI	-	-	-		
371	SZ29	C	MAI	LEIS	-	-	-	ServStd	-Courteous
372	SZ30	C	CO	BUSI	-	-	-		
373	SZ31	C	CO	LEIS	NIL	-	-	Cls Bard	Eff & HStd of Rept
374	SZ32	C	MAI	LEIS	-	-	-		
375	SZ33	C	CO	BUSI	T/Account	-	-	LobbyView	InvDecor/Cleanln
376	SZ34	C	-	BUSI	-	-	-		
377	SZ35	C	MAI	BUSI	-	-	-	FDStmle	
378	SZ36	C	CO	BUSI	-	-	-		

obsrvrt	rfabn.rt2	othocmnt	othoem2	supp
RandServ	-not EH			
		Jep# pk#F		
RmlLoat#	Brgt int fightg			
NH		NH		
NH		NH		
NH		NH		
NH		NH		
StfShort	-not enough staff			
Staff	-too many out of stat stf	Not eleg		
NoNswepp		Grtrd	Cart bring any for overng	
Commois	-in the lobby			
N-Accurt	-wall; noisy	Overall	-ok	
EmRfcom	TooDark			
NoisyRm	-Cis in the Elevator	1270	-an outstanding stfm	keep it up
ViewSite	-not Gd/ C/I too lg	Reptstaf	-cant spt Eng/Cart	
NH				
NH				
Outside	-too noisy			
Incovmt	-wrong outside			
Lobby	-not enough cofs seats	Too many	guards in the lobby	
Entrance	-too noisy and smoted			
Telephon	-message taking			
Beddck	-no telepone			
		Cafeeshp	-had service there	

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id	q	ref	rev	newf_vv	newf_vz	newf_vz3	impment
379	C	MAI	CON	-	-	-	
380	C	MAI	CON	-	-	-	
381	C	MAI	LES	-	-	-	
382	C	CO	LES	-	-	-	
383	C	MAI	CON	Mere	Entertainment	-	BrandsNew
384	C	MAI	BUSI	-	-	-	
385	C	MAI	BUSI	-	-	-	
386	C	MAI	BUSI	-	-	-	
388	C	CO	BUSI	-	-	-	
387	C	CO	BUSI	-	-	-	
388	C	-	BUSI	HL	-	-	BadFood
389	C	CO	BUSI	-	-	-	
390	J	JAP	OTH	-	-	-	VryClean
391	J	JAP	CON	Better	Showerhd & Drainage	-	BerryMini
392	J	JAP	BUSI	RoomSize	-20% bigger	-	Clean
393	J	JAP	BUSI	-	-	-	Bright
394	J	JAP	BUSI	STV	-Japanese	-	Smooth
395	J	JAP	BUSI	-	-	-	
396	J	JAP	BUSI	Bedside	Light & wrosh	-	Bobby
397	J	JAP	BUSI	-	-	-	
398	J	JAP	BUSI	-	-	-	
399	J	JAP	BUSI	Applie	Appliehd	-	NaIn SZ
400	J	JAP	BUSI	Drage	-	-	Ca Bort
401	J	CO	BUSI	-	-	-	
402	J	JAP	BUSI	-	-	-	Doods wv
403	J	JAP	BUSI	-	-	-	
404	J	JAP	BUSI	Japanpk	-	-	
405	J	-	CON	-	-	-	Neofurn
406	J	-	LES	-	-	-	
407	J	E.E.	BUSI	-	-	-	
408	J	JAP	BUSI	-	-	-	
409	J	JAP	BUSI	-	-	-	
410	J	JAP	BUSI	-	-	-	NAL
411	E	WER	BUSI	-	-	-	
412	E	CO	BUSI	Hydr	-	-	Overcut
413	E	CO	VBSI	-	-	-	
414	E	WER	BUSI	-	-	-	
415	E	WER	BUSI	-	-	-	
416	E	WER	BUSI	-	-	-	
417	E	CO	CON	-	-	-	
418	E	E.E.	VBSI	Duce	-	-	Big
419	E	WER	BUSI	-	-	-	
420	E	MAI	OTH	-	-	-	

	id	q	natl	stay	newfs_ev	newf_ev2	newf_ev3	impemnt	impemnt2
421	\$279	E	WES	BUSI	-	-	-		
422	\$280	E	CO	BUSI	-	-	-		
423	\$281	E	WES	CON	Pool	CableTV	Games Room	P-Toilet	Museo in Lounge
424	\$282	E	WES	BUSI	-	-	-		
425	\$283	E	MAI	VISI	-	-	-		
426	\$284	E	CO	BUSI	-	-	-		
427	\$285	E	CO	BUSI	Music	Tennis	-	Facilit	Services
428	\$286	E	WES	BUSI	-	-	-	Hth-Club	Noisy Lobby Area
429	\$287	E	WES	BUSI	-	-	-	Clean	Nice
430	\$288	E	S.E.	OTH	-	-	-	IntDecor	
431	\$289	E	WES	BUSI	-	-	-		
432	\$290	E	S.E.	BUSI	-	-	-		
433	\$291	E	S.E.	LEIS	-	-	-	Everyth	Well Managed
434	\$292	E	WES	CON	-	-	-	Clean	Frdy Staf
435	\$293	E	WES	BUSI	-	-	-	HlpStaff	-Bright & Frdy
436	\$294	E	WES	BUSI	-	-	-	NiceStaff	
437	\$295	E	-	CON	Comb	-	-	VeryBeau	Uniform
438	XG01	C	S.E.	LEIS	-	-	-	EffServ	GdFacilities
439	XG02	C	S.E.	LEIS	-	-	-	EffServ	GdFacilities
440	XG03	C	CO	BUSI	-	-	-		
441	XG04	C	CO	BUSI	LgstrayGr	Birthd		Take adv	-B compl & Reser
442	XG05	C	CO	BUSI	-	-	-		
443	XG06	C	CO	BUSI	-	-	-		
444	XG07	C	CO	BUSI	-	-	-		
445	XG08	C	CO	BUSI	-	-	-		
446	XG09	C	MAI	LEIS	Tel	-In BathRm		Ambience	
447	XG10	C	CO	BUSI	-	-	-	
448	XG11	C	CO	OTH	-	-	-	WallPaint	
449	XG12	C	MAI	LEIS	-	-	-	Decor	Well Facilitated
450	XG13	C	MAI	BUSI	-	-	-	SignStaff	Safe/ Tidy
451	XG14	E	WES	BUSI	-	-	-		
452	XG15	E	WES	LEIS	-	-	-	PortServ	HugeSculpture
453	XG16	E	WES	LEIS	TeamDesk			Lobby	-Beauty/NiceStaff
454	XG17	E	WES	BUSI	-	-	-	Std	Serv/ Food
455	XG18	E	OTH	LEIS	-	-	-	Status	
456	XG19	E	WES	LEIS	-	-	-	Entrance	Rest/Frdy Staff
457	XG20	E	WES	LEIS	-	-	-	Spacious	Wel equip/Pool/Std
458	XG21	E	CO	CON	ElecJug				
459	XG22	E	WES	LEIS	-	-	-	Spooa	NiceStd/GdFdhPool
460	XG23	E	WES	LEIS	-	-	-	FrdyStaff	Good Mgt
461	XG24	E	WES	LEIS	-	-	-	Lobby	ShwerH/STV/Dryer
462	XG25	E	WES	BUSI	-	-	-	Lobby	-setting

distmat	distmat2	otherevent	otherev2	mpp
Restaurant	-Times	Teaser		
C/I&O	-are both slow			
NI		KingRed	-didn't Expect	
Lobby	Ens Std are Non-Profess			
NI				
Comment	Unknown Callers	Language	Barrier	
Unknown	Callers	More	Multilingual Staff	
CallR-R	Water Taste			
Clc ta	-cityCtr			
Clc ta	-cityCtr			
WRest	-Taste & Serv	Entry	-Unwanted Persons	
WRest	-Taste & Serv			
WRest	-Taste & Serv			
		Imprv	*Serv Std	
Sevr att	Fd/Rest Std	To see	-See 5*	
Maintain	Rm/Fac/Chnlerv			
		IDO		
Star/Uni	-Dirty/ More English Std			
Pillows	-Like Rocks/P and-dryH2O			
SumPac	Dirty			
Smk/Smell	Passage/ Music LoudMgt			
NI				
		Teak Cafe	-In Room	
Staff	-sweet names -Doris			
NI		VeryImpr	Impressed w/ the Serv	
DirtyCpt	NoCh Buffet/DirtyF		Lowey O.J.	
DirtyCpt		nil		

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id	q	newf_ev1	newf_ev2	newf_ev3	impmost	impmost2
463	XQ 26	E WES LER	-	-	Sys/Ap	Views/Facilities
464	XQ 27	E WES LER	Smoke & oth	needss	LockeD	
465	XQ 28	E WES LER	Ch Brn	Betterfood	G/F	
466	XQ 29	E WES LER	-	-	LockHose	
467	XQ 30	E WES LER	PartConv	Cult Op Laundry	Big Rm	Cont & Misc Furn
468	XQ 31	E WES LER	ShpArod	EnterCtr	NA	
469	XQ 32	E WES LER	-	-		
470	XQ 33	E WES OTH	Cleaner	Pool	Fdy/Swt	Bad Food
471	XQ 34	E MAI BUEI	Bank	PartOH	HugeSgt	
472	XQ 35	E WES LER	-	-	KludSwt	
473	XQ 36	J AP LER	Xvbad	Frangd	-Reservon	
474	XQ 37	J AP BUEI	-	-		
475	XQ 38	J AP BUEI	-	-		
476	XQ 39	J AP CON	BigRm	Tea		
477	XQ 40	J AP LER	-	-		
478	XQ 41	J AP LER	-	-	Design	Facilities
479	XQ 42	J AP LER	-	-		
480	XQ 43	J AP LER	-	-	Clean	
481	XQ 44	J AP LER	-	-	Clean	Fdy/Swt
482	XQ 45	J AP BUEI	Beery SI			
483	XQ 46	J AP BUEI	-	-	Quiet	ClassCsrSecurity
484	XQ 47	J AP BUEI	Food sv	Longbydnt		
485	XQ 48	J AP LER	-	-		
486	XQ 49	J AP BUEI	JPSV	NTV	RmCchang	
487	XQ 50	J AP LER	Vandgth se	-Judo/	PartCnda	new noise
488	XQ 51	J AP LER	BechTemp	-coment	HOT/CM Dnk H2O	
489	XQ 52	E WES LER	-	-		
490	XQ 53	E WES BUEI	-	-	Gd sv	Fdy/Swt
491	XQ 51	G MAI LER	-	-	Vrky&rv	good wt
492	XQ 52	E WES LER	-	-	FOart	good wt
493	XQ 53	E WES LER	-	-	grndVw	1 at II
494	XQ 54	E WES LER	-	-	Bigm	Good Bhuw/Fdy&rt
495	XQ 56	E WES LER	-	-	Exdbrv	
496	XQ 58	E WES LER	-	-	Exdbrv	gd food
497	XQ 57	E WES LER	-	-	Exd	Brwds sv
498	XQ 58	E WES LER	-	-	Exdbrv	
500	XQ 10	E WES LER	-	-		
501	XQ 11	E WES LER	shgprDtk	-excpv dtk	fdbrv	Manmssw/ MMSD
502	XQ 12	E WES LER	Kdyv		Rmbrv	Food/Book/ECvrt
503	XQ 13	E WES LER	BrdrM	ScprM Lightg	Good	Druprpt
504	XQ 14	E WES LER	-	-	stnshs	

	id	q	netl	stay	newf_ev	newf_ev2	newf_ev3	impemost	impemot2
505	XS15	E	WES	BUSI	Fabrics				
506	XS16	E	WES	LEIS	-	-	-	Clean	H2O supply/ frdrf
507	XS17	E	WES	LEIS	-	-	-	clean	
508	XS18	E	WES	LEIS	-	-	-	HipStf	RmSize/ LobbyAtom
509	XS19	E	-	-	-	-	-	frdrf	LrgRm/clean
510	XS20	E	WES	LEIS	-	-	-	frdrf	
511	XS21	E	OTH	LEIS	-	-	-		
512	XS22	E	WES	LEIS	-	-	-		
513	XS23	E	WES	LEIS	Drygplce	100W B for R		GrBfast	
514	XS24	E	-	LEIS	ChEnvrt	Bottled H2O			
515	XS25	E	-	-	-	-	-		
516	XS26	E	WES	LEIS	-	-	-	RestServ	
517	XS27	E	WES	LEIS	HDryer	Drkg H2O	Sewing Kts	LrgRm	CleanBthRm/s/a/Bed
518	XS28	E	WES	LEIS	-	-	-		
519	XS29	E	WES	LEIS	HDryer	110/220Vplug		Lobby	Rest/ Location
520	XS30	E	WES	LEIS	-	-	-	ByLobby	NiceRm/ ExoServ
521	XS31	E	WES	LEIS	-	-	-	Prompt	CourtsStaff
522	YZ01	C	CO	VISI	-	-	-	Specific Rm Amenity	-movie
523	YZ02	C	CO	BUSI	Hair/Beauty Salon	Lower Rate	H2O Machine		
524	YZ03	C	CO	BUSI	Tea & Coffee in Room				
525	YZ04	C	CO	BUSI	Video Games				
526	YZ05	C	MAI	BUSI	Hot Water Jug	Hair/ Beety	FAX Delivry	Specific Serv Mbr	-Duty Mgr
527	YZ06	C	CO	BUSI	Free Transp From/To				
528	YZ07	C	CO	VISI	Hair/Beauty Salon			Not Specified	
529	YZ08	C	CO	LEIS	-	-	-		
530	YZ09	C	CO	BUSI	-	-	-		
531	YZ10	C	WES	BUSI	-	-	-		
532	YZ11	C	CO	CON	-	-	-		
533	YZ12	C	CO	BUSI	Hair Dryer			Not Specified	
534	YZ13	C	S.E.	LEIS	-	-	-	Specific Outlet	-Dymerty Ch
535	YZ14	E	WES	VISI	NIL			Overall Environment/ Outle	-Building
536	YZ15	E	CO	BUSI	-	-	-		
537	YZ16	E	CO	BUSI	-	-	-		
538	YZ17	E	S.E.	LEIS	Seale	Cleak	Hairdryer	Food (price/quality)	
539	YZ18	E	CO	BUSI	-	-	-	Specific Serv Mbr	-Night Mgr
540	YZ19	E	CO	OTH	Satellite TV (Availblt)				
541	YZ20	E	CO	CON	-	-	-	Overall Service	
542	YZ21	E	WES	BUSI	-	-	-	Hospitable, Friendly & Cour	
543	YZ22	E	WES	BUSI	-	-	-	Hospitable, Friendly & Cour	Cleanroom
544	YZ23	E	S.E.	OTH	-	-	-	Hospitable, Friendly & Cour	
545	YZ24	E	WES	BUSI	TourDesk			Hospitable, Friendly & Cour	GoodRest
546	YZ25	E	MAI	CON	Hair/Beauty Salon				

dislnort	dislnort2	ethoonort	ethoon2	supp
Pr Towel		Enjoyed		
NI				
carpets	XIron/ No many in shops			
Ltdiff hops	dirtyH2O			
Wtr/Wtrs	XEngaplg			
		OldSeat	-need refurbishg	
noManger		Hotels	nda only provd offd rm & e	
DirtyRm				
Bfast				
Brkn a/e	Brkn TV/Door shabby		lobby/brck are only 4"	
		Englptk	llc many staff	
Location - locov't		Staff's Attitude	Poor	
Specific Outlet/Dept	-Fraud	NI		
Reservation	-messy			
Lost Properties	GM -respsls	Deakerv		
NI				
NI		NI		
Layout & Facilities	-shops small	City Tour		
Overall Service				
Location - locov't	-Farehg str			
Language Ability		Good Metal		
Overstaf	Lsn gability			
NI		Not specified		
NI		NI		
Language Ability	No T/A			

A10

	id	q	natl	stay	newfs_ev	newfs_ev2	newfs_ev3	impemort	impemot2	delmoot	delmot2	othemmnt	othem2	supp
547	YZ26	E	WES	BUSI	-	-	-							
548	YZ27	E	WES	BUSI	Room Entertainment	-MoreMovies								
549	YZ28	E	CO	BUSI	-	-	-							
550	YZ29	E	CO	BUSI	-	-	-							
551	YZ30	E	S.E.	BUSI	Improvements in Existi	Lounge & Mail	Rest Space							
552	YZ31	E	WES	LEIS	Maps - Free			Hospitable, Friendly & Cour	manyfloors	T/Ctr_La	NoWearTeeBag	Not Specified		
553	YZ32	E	WES	BUSI	NoRise			Specific Serv Mix	-Kent					
554	YZ33	E	WES	BUSI	NIL			Not Specified		Not Specified		Not Specified		
555	YZ34	E	S.E.	BUSI	-	-	-	Layout & Facilities	FriendlyStaff	Specific Room Amenity	-Sippers	Deposit	-system	
556	YZ35	J	JAP	BUSI	-	-	-	Specific Facilities	-Sauna/ T/ot	Others	UnLoyalDrvr	Room Amenities	-Sippers	
557	YZ36	J	JAP	BUSI	-	-	-							
558	YZ37	J	JAP	BUSI	-	-	-	Environment		Restaurant Serv/ Food Qual	-Unfriendly	REadjust	DiscountRate	