



AN ANALYSIS OF ORGANISATIONAL CULTURE DIMENSIONS WITHIN THE HOSPITALITY INDUSTRY

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Abstract

The organisational culture can be perceived as an unseen 'power' behind some tangible and easily noticeable phenomena within an organization. Specialists have reached the conclusion that it stands for the social energy which makes people act. We won't go wrong if we compare the organisational culture of an entity with the character of one of its component, with a series of obvious and less obvious aspects but which generate the vision, the meaning, the way and energy necessary to evolve. In our opinion, these arguments call for the necessity to study organisations' cultural dimensions. The present study has been conducted in the pattern of an organisation within the hospitality industry.

Key words:

Organisational culture;
power distance;
uncertainty avoidance;
individualism vs.
collectivism; masculinity
vs. femininity

1. General framework of organisational culture

Organisational culture is made up of essential elements such as the set of beliefs, values and behavioural norms which stand for the main foundation regarding employees' perception on what happens within the organization, what is wanted and accepted and what may pose a threat.

On grounds of the above mentioned rationale, the need to analyse the dimensions of organisational culture arises. Starting from this objective, the implementation of some methods, techniques and tools to identify the dimensions of organisational culture is needed.

In the current paper we start from analysing the cultural dimensions according to Geert Hofstede's framework:

1. Power distance - the degree to which differences regarding power levels are present within an organisation;
2. Uncertainty avoidance - the degree to which the organisation accepts uncertainty and risk;
3. Individualism vs. collectivism – refers to the extent to which the members of an organisation act for themselves or as part of the group;
4. Masculinity vs. femininity- refers to the values which are traditionally associated with women and men respectively.

In order to quantify them, we will apply a series of indexes used by researches in the field. (Olimpia State, 2004)

Let's introduce them one at a time:

1. *Power distance* – can be established by means of hierarchy distance index (PD) which makes use of questions regarding: the management style desired by the organisation; the existing management style within the organisation; the degree to which members are afraid to express their disagreement with the managers.

The common formula to determine PD is:

$$PD = 135 - a + b - 25c$$
 in which:

- a- The percentage of those who prefer the consultative management style;
- b- The percentage of those who prefer the management style of the autocratic manager type plus the percentage of those who prefer the management style of the paternalist manager type;
- c- The average score of the degree to which the members are afraid to express disagreement with the managers.

The constant figure of 135 is meant to reach an index with values between 0 and 100.

2. *Uncertainty avoidance* can be pinpointed by means of uncertainty control index (UAI) which makes use of questions regarding: staff's edginess or moderation; the length of time for which employees intend to join the organization; the extent to which rules can be broken.

The common formula to determine UAI is:

$$UAI = 300 - 40a - b - 30c$$
 in which:

- a- The average score of staff's edginess or moderation;

- b- The percentage of those who will join the organization for at most two years plus the percentage of those who will stay for at most five years;
- c- The average score regarding the extent to which rules can be broken.

The constant figure of 300 is meant to reach an index with values between 0 and 100.

3. *Individualism vs. collectivism*- can be pinpointed by means of individualism index (IDV) which makes use of questions regarding various characteristics of the job.

The common formula to determine IDV is:

$$IDV = 76(a) - 43(b) + 30(c) - 27(d) - 29$$

in which:

- a - the average score of work environment importance;
- b - the average score of spare time importance for employees;
- c - the average score of the measurement of teamwork extent of the group to which one belongs;
- d - the average score of the importance given by employees to their work environment.

4. *Masculinity vs. femininity* can be pinpointed by means of masculinity index - MAS which makes uses of average scores regarding the importance employees attach to some particularities of their work.

The common formula to determine MAS is:

$$MAS = 60(a) - 66(b) + 36(c) - 39(d) + 76$$

in which:

- a - same significance as for individualism index;
- b - the average score of the importance employees attach to earning a higher salary;

c - the average score of the extent to which the workplace ensures job stability;

d –the average score of the importance employees attach to moving up the corporate ladder;

The value 76 also helps to adjust the values for comparison with other countries.

2. Identification of the dimensions of organisational culture

The approach we propose in this paper is part of some research work that involves a more extensive analysis.

The goal of the present study is to highlight the four dimensions of organisational culture we mentioned in the previous subchapter.

For confidentiality reasons, we called the researched organisation Hotel 'X'. The research has been carried out by means of a questionnaire with a reduced number of items so that it contains only the four dimensions set by Hofstede.

As mentioned above, the formulas of the indexes for the four dimensions have been processed from speciality papers (Olimpia State, 2004).

The questions asked in the questionnaire are of maximum generality so that they do not engender sensitivity within the target group or the managers of the respective organisation. We chose to question the entire staff which consists of 26 members. Finally, only 23 members have answered the questionnaire, therefore a 90% which we consider relevant to the research conducted in the previously mentioned organisation.

Power distance

The data used to calculate this index are the ones presented in the table below:

Table 1. Evaluation of power distance index–PD

No.	Questions	Responses	%
1	What kind of manager would you prefer to work with?		
	Manager1 –autocrat	12	52,17%
	Manager 2 –paternalist	8	34,78%
	Manager 3 –consultative	2	8,70%
	Manager 4 – participative	1	4,35%
	Total	23	100,00%
2	Which of the mentioned manager types exists in the workplace?		
	Manager1 –autocrat	17	73,91%
	Manager 2 –paternalist	4	17,39%
	Manager 3 –consultative	1	4,35%
	Manager 4 – participative	1	4,35%
	Total	23	100,00%
3	Is staff afraid to express their disagreement with managers?		
	Most frequently - 1 pt	9	39,13%
	Frequently - 2 pt	8	34,78%
	Sometimes - 3 pt	2	8,70%
	Rarely - 4 pt	2	8,70%
	Hardly ever –5 pt	2	8,70%
	Total	23	100,00%

Source: research conducted in hotel „X”.

The significance of manager types is as follows:

- Manager 1- autocrat: Generally reaches a decision quickly and communicates it to subordinates in a clear and firm manner. He expects his subordinates to apply it correctly and without revolt if difficulties arise.
- Manager 2- paternalist: Generally reaches a decision quickly but he tries to explain his reasons before moving on; he consequently answers all the questions addressed;
- Manager 3- consultative: He doesn't make a decision without consulting his subordinates. He listens to their opinions, who is for and who is against and will take it into consideration.
- Manager 4-participative: He discusses the problem with the whole group and tries to reach a consensus; if there is consensus he joins the points of view expressed. If consensus cannot be reached he will make a decision.

After the analysis of the table the following points result:

- The consultative manager type is preferred by 8,70% of the employees; consequently = 0,0870;
- The autocrat and paternalist managers altogether represent a percentage of 91,30%, therefore $b=0,913$;
- 73,91% of the respondents are afraid to express most frequently or frequently their disagreement with the manager; the average score for this indicator is: $c= (1 \times 39,13\%+2 \times 34,78\%+3 \times 8,70\% + 4 \times 8,70\%+5 \times 8,70\%)/100= 2,13$.
- Therefore, power distance index is:

$$PD = 135 - 0,0870 + 0,913 - 25 \times 2,13 = 82,57$$

1. Uncertainty avoidance

The data used to calculate this index are presented in the following table:

Table 2. Evaluation of uncertainty avoidance index –UAI

No	Questions	Responses	%
1	Do you often feel nervous or hold back at work?		
	Always- 5 pt	8	34,78%
	Frequently - 4 pt	12	52,17%
	Sometimes – 3 pt	1	4,35%
	Rarely – 2 pt	1	4,35%
	Never- 1 pt	1	4,35%
	Total	23	100,00%
2	How long do you intend to work for this company?		
	Two years at most	2	8,70%
	Between 2 and 5 years	2	8,70%
	Over 5 years (I will leave before retirement)	13	56,52%
	Until retirement	6	26,09%
	Total	23	100,00%
3	Should rules of the company be followed?		
	Totally agree- 5 pt	4	17,39%
	Frequently- 4 pt	4	17,39%
	Sometimes- 3 pt	13	56,52%
	Rarely- 2 pt	1	4,35%
	Seldom—1 pt	1	4,35%
	Total	23	100,00%

Source: research conducted in hotel „X”.

By analyzing the table the following results:

- 86,91% of the respondents experience states of nervousness in the workplace; the average score recorded in the workplace is: $a= (5 \times 34,78\%+4 \times 52,17\%+3 \times 4,35\% + 2 \times 4,35\%+1 \times 4,35\%)/100= 4,09$;
- Most of the respondents – 82,60% intend to work within this hotel for more than five years, if

possible until retirement; therefore, the percentage of those who want to leave the company sooner than 5 years is $b= 0,174$;

- Most of the respondents – 56,52% consider that company rules have to be followed according to circumstances; therefore the average score for this indicator is: $c= (5 \times 17,39\%+4 \times 17,39\%+3 \times 56,52\% + 2 \times 4,35\%+1 \times 4,35\%)/100= 3,39$.

- Consequently, uncertainty avoidance index – UAI is:

$$UAI = 300 - 40 \times 4,09 - 0,174 - 30 \times 3,39 = 34,61$$

2. Individualism vs. collectivism

The data for the calculation of this index are presented in the table below:

Table 3. Evaluation of individualism index –IDV

No	Questions	Responses	%
1	Importance attached to good working conditions		
	Utmost importance - 5 pt	2	8,70%
	Important- 4 pt	7	30,43%
	Medium importance -3 pt	8	34,78%
	Little importance– 2 pt	3	13,04%
	No importance - 1 pt	3	13,04%
	TOTAL	2	8,70%
2	Importance attached to employees' leisure time		
	Utmost importance - 5 pt	8	34,78%
	Important- 4 pt	6	26,09%
	Medium importance -3 pt	5	21,74%
	Little importance– 2 pt	2	8,70%
	No importance - 1 pt	2	8,70%
	TOTAL	23	91,30%
3	Importance attached to the degree of cooperation within the group		
	Utmost importance - 5 pt	1	4,35%
	Important- 4 pt	1	4,35%
	Medium importance -3 pt	10	43,48%
	Little importance– 2 pt	8	34,78%
	No importance - 1 pt	3	13,04%
	TOTAL	23	100,00%
4	Importance employees attach to working environment		
	Utmost importance - 5 pt	2	8,70%
	Important- 4 pt	3	13,04%
	Medium importance -3 pt	12	52,17%
	Little importance– 2 pt	5	21,74%
	No importance - 1 pt	1	4,35%
	TOTAL	23	100,00%

Source: research conducted in hotel „X“.

By analyzing the table the following results:

- 39,13% of the respondents attach great importance to working conditions; the average score recorded for this indicator in the workplace is: $a = (5 \times 8,70\% + 4 \times 30,43\% + 3 \times 34,78\% + 2 \times 13,04\% + 1 \times 13,04\%) / 100 = 3,09$;
- 60,87% of the respondents attach great importance to leisure time; the average score recorded for this indicator is: $b = (5 \times 34,78\% + 4 \times 26,09\% + 3 \times 21,74\% + 2 \times 8,70\% + 1 \times 8,70\%) / 100 = 4,05$;
- 30,44% of the respondents attach great importance to the degree of cooperation within the group; the average score recorded for this indicator is: $c = (5 \times 4,35\% + 4 \times 4,35\% + 3 \times 43,48\% + 2 \times 34,78\% + 1 \times 4,35\%) / 100 = 2,52$;

- 21,74% of the respondents attach great importance to working environment; the average score recorded for this indicator is: $d = (5 \times 8,70\% + 4 \times 13,04\% + 3 \times 52,17\% + 2 \times 21,74\% + 1 \times 4,35\%) / 100 = 3,00$
- Therefore, individualism index – IDV is:

$$IDV = 76 \times 3,09 - 43 \times 4,05 + 30 \times 2,52 - 27 \times 3,00 - 29 = 26,21$$

3. Masculinity vs. femininity

The data for the calculation of this index are presented in the table below:

Table 4. Evaluation of masculinity index –MAS

No	Questions	Responses	%
1	Importance attached to work next to people who work		
	Utmost importance - 5 pt	11	47,83%
	Important- 4 pt	9	39,13%
	Medium importance -3 pt	1	4,35%
	Little importance– 2 pt	1	4,35%
	No importance - 1 pt	1	4,35%
	TOTAL	23	100,00%
2	Importance attached to earning a higher salary		
	Utmost importance - 5 pt	15	65,22%
	Important- 4 pt	5	21,74%
	Medium importance -3 pt	1	4,35%
	Little importance– 2 pt	1	4,35%
	No importance - 1 pt	1	4,35%
	TOTAL	23	95,65%
3	Importance attached to job stability		
	Utmost importance - 5 pt	15	65,22%
	Important- 4 pt	5	21,74%
	Medium importance -3 pt	1	4,35%
	Little importance– 2 pt	1	4,35%
	No importance - 1 pt	1	4,35%
	TOTAL	23	100,00%
4	Importance attached to moving up the corporate ladder		
	Utmost importance - 5 pt	15	65,22%
	Important- 4 pt	5	21,74%
	Medium importance -3 pt	1	4,35%
	Little importance– 2 pt	1	4,35%
	No importance - 1 pt	1	4,35%
	TOTAL	23	100,00%

By analyzing the table the following results:

- 86,96% of the respondents attached great importance to work next to people who work; the average score recorded by this indicator in the workplace is: $a = (5 \times 47,83\% + 4 \times 39,13\% + 3 \times 4,35\% + 2 \times 4,35\% + 1 \times 4,35\%) / 100 = 1,78$;
- 86,96% of the respondents attached great importance to salary; the average score recorded by this indicator is $b = (5 \times 65,22\% + 4 \times 21,74\% + 3 \times 4,35\% + 2 \times 4,35\% + 1 \times 4,35\%) / 100 = 1,68$;
- 86,96% of the respondents attached great importance to job stability; the average score recorded by this indicator is: $c = (5 \times 65,22\% + 4 \times$

$21,74\% + 3 \times 4,35\% + 2 \times 4,35\% + 1 \times 4,35\%) / 100 = 1,61$;

- 86,96% of the respondents attached great importance to move up the corporate ladder; the average score recorded by this indicator is: $d = (5 \times 8,70\% + 4 \times 13,04\% + 3 \times 52,17\% + 2 \times 21,74\% + 1 \times 4,35\%) / 100 = 1,61$;
- Therefore, masculinity index - MAS is:
 $MAS = 60 \times 1,68 - 66 \times 1,68 + 36 \times 1,61 - 39 \times 1,61 + 76 = 67,13$

3. Conclusions

With a view to analysing the data, we developed in the graph 1.

- Its high values show that within the team the management is built on subordination principles and symbolises managers' influence over employees;

Regarding uncertainty avoidance -UAI

- Its value is 34,91 which signifies a low control of uncertainty and a low level of anxiety;
- It is also possible that this low value imply that people accept uncertain situation as

In the near future, we will describe in a more detailed study other aspects of our research. For the current study, we just intended to explain the significance of the four cultural dimensions analyzed within an organization. Therefore:

Regarding power distance -PD

- Its value is 82.57; it means a great distance to power;

unavoidable, thinking only about the time being; this may be a possibility as hospitality industry is a seasonal one.

Regarding individualism index -IDV

- Its value is 26.21 which shows a collectivist mentality;
- This may highlight harmony in teamwork. We may consider that employees show empathy and try not to harm the group's values through their personal actions.

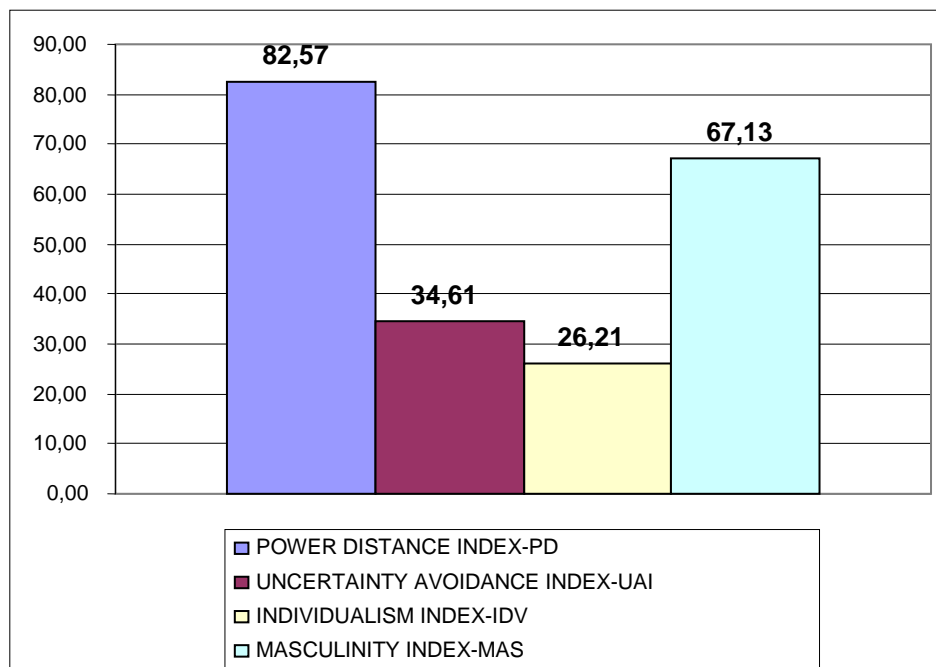
Regarding masculinity index-MAS

- The index is 67.13 which proves that social values imprint the entire group;

- Great importance is given to asserting one's own person, performance and material gains;
- At first sight it may appear that there is a contradiction between a low individualism index and masculinity index. It may be assumed that there is a competition based on ethics principles which is to be appreciated.

The correlation between different organisational variables of future analyses will disseminate these elements.

Fig. 1 Indexes of analysis of cultural dimensions according to Geert Hofstede's model



The author's calculation based on tables 1, 2, 3, and 4.

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