# CHAPTER II
# LITERATURE REVIEW

2.1 Theoretical Background

| Problem Definition |
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| Comparison the different Service styles of Japanese Culture and Dubai Culture |

| Theoretical Aspects |
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| • Dubai and Japan is one of the phenomenal tourism sites to be in this modern age.<br>• Each country has different factors that makes them their own.<br>• Culture is the main factor that has made the the service style in to their own unique ways. |

| Research Questions |
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| What are the differences in service style that makes Japans Service and culture recognised as one of the best places to experience hospitality and service excellence ? |

| Analysis |
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| Dubai and Japan has a large amount of international tourists and are in the top countries for tourism destinations. |

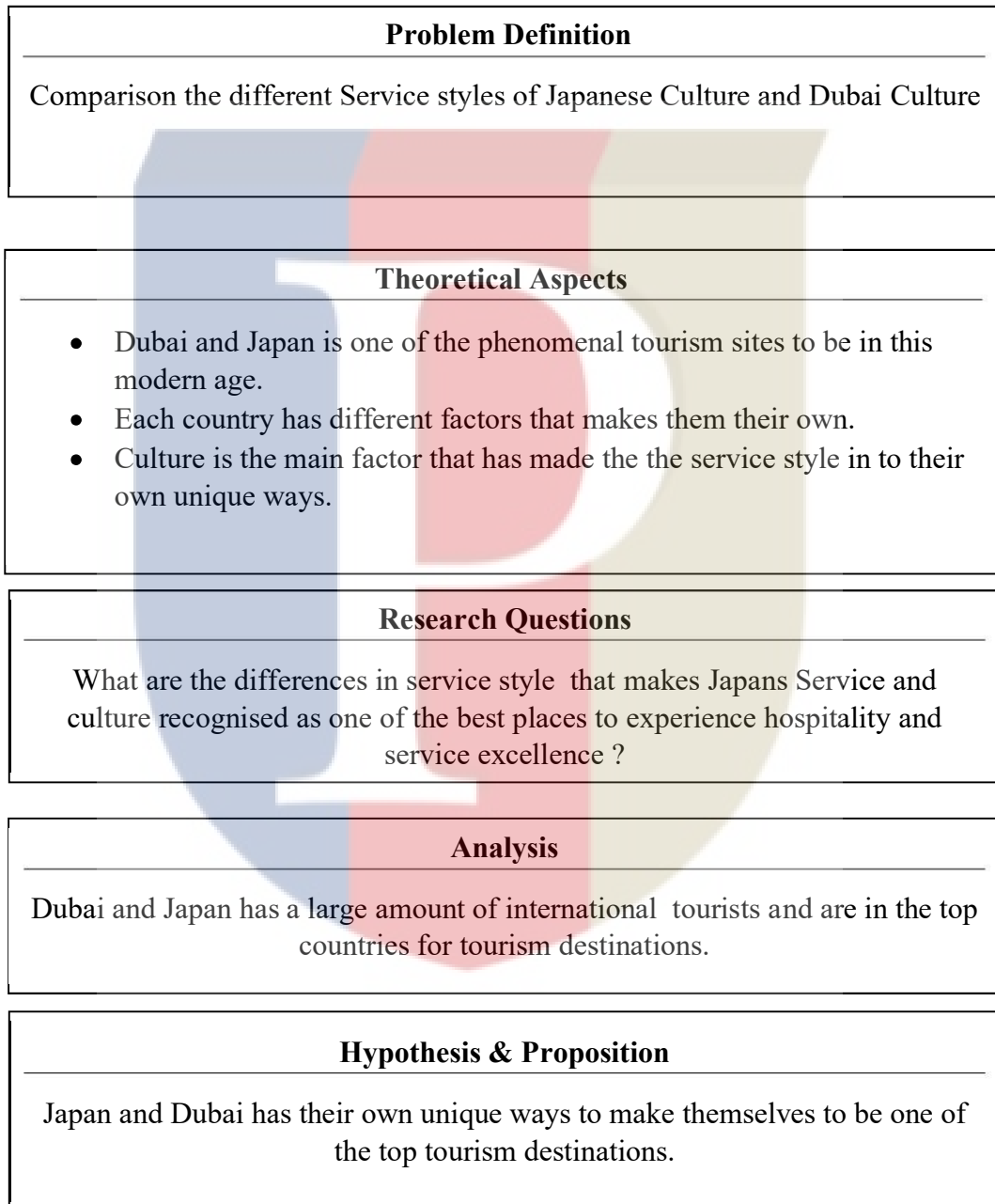| Hypothesis & Proposition |
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| Japan and Dubai has their own unique ways to make themselves to be one of the top tourism destinations. |

Figure 2.1 Frame Work of Thinking

2.2 Dubai

Dubai is one of the emirates of UAE which lies in the Middle East with a population of mostly of expatriates from other countries than the natives. According to the Dubai Government in 2018, 2,937,675 out of 3,192,275 are immigrants or non-Emirati citizens that consists from India, Pakistan, Philippines and Bangladesh which also brings their own culture to practice in Dubai but that doesn't fade the UAE culture and its heritage. Since it came to the point of mainly immigrants, their common language to use is English and the majority of the religion are Muslims.

2.2.1 Language

According to Sulayman (2018), Dubai's official language is Arabic. English is the second language and now mainly used in business related and communities. Both languages are mainly used for public properties and infrastructure such as public signages, restaurant menus, currency, maps and websites.

2.2.2 Religion

According to Sulayman (2018), "Islam dominates all aspects of life. Most Emiratis are members of the Sunni sect. Matters relating to marriage, divorce, inheritance, economics, politics, and personal conduct are affected by *Sharia*(Islamic) law." Dubai's official religion is Islam and has become an Islamic majority country.  But it has been tolerable to other religions since it had accepted large amounts of expatriates from all over the world. Minority religions practiced within Dubai includes Christianity, Hindu, Sikh, and Buddhism, amongst others according to the world population review.

Religion has a critical role in the everyday and way of life in Dubai. Mosques can be found all throughout the city and at nightfall the call for prayers can be heard over the housetops. It is workable for non-Muslim

travellers to visit certain mosques in Dubai; maybe the most amazing is the Jumeirah Mosque, voyages through which can be reserved through the Sheik Mohammed Community for Social Comprehension.

According to the Government of Dubai, "Ramadan is the most sacred month of the year in Islamic culture. Muslims observe the month of Ramadan, to mark that Allah, or God, gave the first chapters of the Quran to the Prophet Muhammad in 610, according to the Times of India. During Ramadan, Muslims fast, abstain from pleasures and pray to become closer to God. It is also a time for families to gather and celebrate."

During Ramadan, observant Muslims fast from sunrise to sunset. Fasting is not only about abstaining from food and drink: Muslims must also refrain from smoking, taking oral medications and engaging in sexual activities, as well as gossip, fighting and lying. Bahloul said that while it sounds difficult to abstain from eating for up to 17 or 18 hours (depending on where in the world Ramadan is celebrated), after a couple of days it becomes the norm, and it is a reminder that a person is not just a physical body but a soul as well.

Ramadan is a popular time of year to visit Dubai; although all residents and visitors must refrain from eating or drinking in public in daylight hours, it is a wonderful time to experience the local culture and strong religious heritage of the city. Non-Muslims may eat and drink in designated areas, and many hotels and shopping malls will have various outlets that remain open during Ramadan.

2.2.3 Dubai towards the Tourism Industry

Dubai has made a lot of progress in the economic growth from the past few years as the transition from the Oil industry to the other sectors has made a huge growth. About 95% of Dubai's GDP isn't oil based. So far oil

has accounted for less than one percent of Dubai's GDP, as for the tourism sector has produced 20% of the GDP. These figures explain why Dubai has had to become a more dynamic and diversified economy in order to survive the decay of fossil fuels.

According to Arab News, "Dubai's non-oil private sector continued its growth path since march 2019, boosted by robust activity in travel and tourism, a latest reading of the emirate's economy showed and has showed that the output in the travel and tourism sector was the strongest since the series began in March 2015, and was likely a key driver of the overall growth in activity in Dubai last month, Emirates NBD said." According to the Arab News, "Since the Burj Al Project in 1994 (Burj Al Arab Hotel) gave hope to the economy, as a long term strategy, an ambition to become the world's top tourist destination, Dubai has increased drastically because of its tourism sectors."

As a Country, The UAE has been changing its course of income and mainly into the tourism industry. According to Dr. Mairna Hussein Mustafa (2010), "Tourism had helps in reducing the dependence on other sources of economy (e.g. Gulf countries are giving a very good example here, these countries have started to recognize the importance of tourism to decrease their reliance on oil revenues in the long term, e.g. Dubai in UAE, Oman, Qatar and Bahrain)"

Since then, Dubai has been the main attraction for tourists around the world. According to Dubai's Tourism sector, Dubai has a total of 15.92 million international tourists in 2018 and has become the 7th most visited place a heading New York and many other destinations in Europe and America according to Gulf news. Since then, Dubai has seen a tremendous change in its economy in the past 50 years or so. Some of the major investments in Dubai have been largely affected due to the recession that hit the global market in the recent past.

## 2.2.4 Greetings and Etiquettes

The way of greeting in Dubai has a lot of meaning behind the daily words of greetings. According to Sulayman (2018), "Social customs are shared throughout the Gulf Arab countries which includes Dubai as one of them. The common Islamic greeting which is used in Dubai are as same as other Islamic countries and those are (*al-salam alaykom*) which means "Peace upon you" and will be replied with "*Wa-Alaikum-Salaam*" which means "Peace upon you too". That greeting is the most appropriate, and men follow this with a quick nose-to-nose touch while shaking hands. Women greet each other by kissing several times on both cheeks. Men normally do not shake hands with women in public. It is customary to ask about the health of a person and his or her family several times before beginning light conversation. Refreshments usually are served before serious matters are discussed."

It is customary not to use first names but to say "father or mother of (oldest son)." Respect and courtesy are shown to elders, and in their presence young men are expected to listen more and speak less. Sex segregation is still evident in social life. Men are entertained in *majlis*(large living rooms, often with a separate entrance), while women entertain friends in the home. It is customary to take off one's shoes before entering a private house.

Emiratis stand close to each other when interacting. It is acceptable for men or women to hold hands. The presence of many ethnic groups has led Emiratis to be tolerant of other social customs, yet they remain conscious of their own customs as markers of cultural identity.

As a result, Dubai has quite a small language border since its daily usage is english for businesses and daily conversations. The progress for developing the Tourism industry has increase for the past few years and eventually it became one of the top emirates for tourists to visit in the world. Since then even though the majority population in Dubai are Immigrants,

they have succeed in showing the heritage, culture and the Emirati service style to tourists.

## 2.3 Japan

According to the Tourism and Travel competitiveness index of 2017, Japan has been ranked 4th out of 141 other countries. That has shown that Japan has made many progress in the past which made the outcome of the present time. According to Telegraph.co.uk, Japan has been the fastest major travel destinations since 2010 since they had relaxed the restriction of visas from a total of 66 Countries and out of the 66, China and South Korea has the majority in coming to Japan. Since China has become the most international expenditure in 2016, it has fuelled Japan by the ranks from their spending's in tourism.

According to Japans National Tourism Organisations data base, a total of 31,191,856 International tourists has visited Japan in 2018 which was an increase of 4.1% than the previous year.

### 2.3.1 History

According to Tsutsumi (2017), Japanese in the ancient times was influenced to almost every based of their lifestyle by China. Since the start of the Edo Era (1603), Japan has isolated themselves and closed the doors to almost everything in the outside world which leads them to have a strict policy in isolating and cutting of any relationship from the outside. But, this practice has changed into the opposite direction since the fall of that era (1868). Ever since then, Japan had practiced and adopting many cultures from all around the globe and combining each and of them with their own culture. As years passes by, Japanese culture has evolved and has been influenced by the western cultures form many aspects such as the lifestyle, arts and even the food which became the rich multitude of culture of Japan today.

## 2.3.2 Language

Tsutsumi (2017) told that ancient Japanese language which were called "kanbun" was originated from the ancient Chinese characters which was originated in the 8th century from China and was written primarily in ancient Chinese characters which is now called Kanji but only the pronunciations are different and the meaning is still the same. According to el Saba (2015) by the early 9th century, Hiragana, was introduced and is now commonly used by the Japanese.

Now Modern Japanese consists of three alphabets:

- Kanji (logographic Chinese characters)
- Hiragana (a phonetic Japanese alphabet)
- Katakana (a phonetic alphabet used for foreign words)

The development and widespread use of Katakana is illustrative of Japan's recent adoption of Western cultures, ideas and words.

Other languages native to Japan includes Hokkaido Ainu, Bonin English, Nivkh, and Uilta. Hokkaido Ainu is predominantly used in Hokkaido Island by members of the Ainu ethnic group. The Ainu language is headed to extinction with only ten fluent users existing to date, all of whom are above the age of 80 and UNESCO has classified the language as critically endangered. There are several policies which have been implemented to aid in the revitalization of the language including the printing of Hokkaido Ainu dictionaries. The Nivkh language is another language native to Japan which is facing a severe threat of extinction and is used by the Nivkh people residing along the Amur River. Bonin English is a creole language used by residents of the Bonin Islands and is English-based. Uilta language is another language native to Japan and is also known as Orok language.

Other than Japanese language, locals are also learning international languages since Japan has loosen the strict rules of visa for various countries

and preparing for the 2020 Summer Olympics such as English, German, Portuguese, Russian, Spanish, and French.

2.3.3 Ettiquette

According to *Jōdo Shinshū* (2015), Bowing or in Japanese is known as お辞儀 o-jigi , is undoubtedly the feature of Japanese etiquette that is top recognized outside Japan. (The word of honour of "o" or お cannot be lost as of this term.) Bowing has tremendously became a vital role: even though youngsters usually started learning on just how to bow at an early age, corporations usually made their employees accustomed to how to bow on a daily basis.

Mealtimes in Japan usually initiated with the word itadakimasu (いただきます) which literally means "I humbly receive"). Alike to the word in French as "bon appétit" or the usual saying of grace, it states as a gratitude for everyone who had contributed in making and providing the food and recognizes that existing creatures have given their own life to human beings as Dāna (A word in Indian philosophy which means for charity and generosity). When a meal is finished or ended, the Japanese use a gracious phrase called "gochisōsama-deshita" ( ごちそうさまでした, . Which means an honorable feast has been well received). Replying the phrase, the one who prepared the food will often reply osomatsusama-deshita (おそまつさまでした, "Which means that it wasn't really a feast") for the one saying it.

Greetings are measured to be an important meaning in Japanese culture. Students from primary year to junior high schools are often warned to deliver salutations with full energy and high enthusiast. A sluggish greeting is viewed with the type of disregard that looks like in the Western culture as an unenergetic handshake.

The utmost mutual greetings are first is *ohayō gozaimasu* (おはよ うございます) which means "good morning", these are used usually from morning hours until the mid-noon but, actually it may be used at any time of day if it was the first time on that day that two people met. Second is *konnichiwa* (こんにちは) where there could be two meanings, first would be "good day" and the second would be "good afternoon". It is normally used after noon time. Last would be *konbanwa* (今晩は) which literally means "Good evening". All these forms of salutation or greetings are used depending on the time and different person according to the status in mind.

There is an entire sets of grammar rules when you want to speak respectfully, such as to higher ups (Boss, seniors, etc.), guests and etc., in which plays a huge role in showing great etiquettes for Japans society. Japanese infants are educated to do things in harmony and cooperative to each other from the start which is when they enter pre-school. The Japanese is reflected on their behaviour on being in harmony and cooperative to each other and this has made the Japanese a great example to society. A lot of places has put great importance in putting manners, individual responsibility and cooperativeness for the society, rather than their individual goals. When they present a different opinion or disagreeing something, they will do it in an indirect or a gentle form because they see working in harmony as the most important factor for productive working space and result.

2.4 National Culture and Service style

According to Little (2016), culture can be defined as the set of beliefs, norms and values which forms the basis of collaborative human behaviour and makes human actions to some extent predictable and directed towards a set of commonly held purposes or the maintenance of some commonly accepted state.

2.4.1 National Culture influence the service

Culture has become a large influence towards the hospitality and the tourism industry. Consumers' had a lot of expectation towards service experience according to Winsted (2014) and service itself according to Yoo and Donthu,( 2013), which in the end according to Furrer et al. (2012), he had discovered the connections between Hofstede's cultural standpoint and five viewpoints of service quality from Berry, Zeithaml and Parasuraman. According to Furrer and Sudharshan (2010), they had sort it out that service quality was affected by behaviours and intentions via cognitive differences. On the other hand according to Armstrong (2014), he had observed and collected information from tourists which are different cultures and their assessments on hotel service quality. According to Hofstede (2015), he divided the values of national culture into five dimensions: first is "Power distance", second is "Long term Orientation", third is "Uncertainty Avoidance", fourth is "Individualism" and last is "Masculinity". 0 to 100 is the score tables for each dimensions. The higher the score is, the wider the Power Distance is; the stronger the Long Term Orientation is; the more Uncertainty Avoidance; the greater the Individualism and the tougher the Masculinity is.

The index of each country is the average of the indexes of the employees being interviewed. The followings are the scores of national cultural dimension of Japan and Dubai:

| Nation | Power Distance | Masculinity | Uncertainty Avoidance | Long term Orientation | Individualism |
|---|---|---|---|---|---|
| UAE ( Dubai) | 90 | 50 | 80 | - | 25 |
| Japan | 54 | 95 | 92 | 88 | 46 |

Table 2.4 Hofstedes country comparison analysis

Source: Hofstede insights official website

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### 2.4.1.1 Power Distance Comparison

According to Hofstedes analysis about UAEs Power Distance, UAE has scored a total points of 90. This has shown that the people in the UAE has accepted the hierarchical system which shows that everyone has their place and doesn't need further explanation and confirmation. Hierarchy in an association has reflected many unfairness, power authority and everything that the boss has ordered is what the subordinates have to do.

According to Hofstedes analysis on Power Distance, a total of 54 was scored by Japan. Japanese has always been aware of their social status and hierarchical position and yet, Japan isn't that hierarchical as other neighbouring Asian countries. Many people had thought that Japan is a high end hierarchical country was because from the business point of view is the very slow decision process making which was caused by the decisions that was need to be approved by the whole higher ups than the top managements approval then it could be executed. This example shows that it is not only the top person could make the decisions, but needs the whole higher ups hierarchical layer approval not like other hierarchical societies. Another case of not all that Power distance like is that Japan has dependably been a meritocratic culture. There is a solid idea in the Japanese training framework that everyone is brought into the world equivalent and anybody can excel and progress toward becoming anything in the event that he (truly, it is still he) buckles sufficiently down.

## 2.4.1.2 Masculinity Comparison

UAE has scored of a borderline score of 50 in masculinity according to Hofstedes analysis. UAE has been considered as neither Masculine nor feminine. As so, their daily operations in life are in a balance mix of respect and honour such as in corporates, industries or education (schools, etc).

According to Hofstedes analysis on masculinity in Japan, Japan has standout amongst the most Masculine social orders in the world with a score of 95. Nonetheless, in mix with their gentle cooperation, you don't see decisive and aggressive individual practices which we regularly see in cultures associated to masculinity. What you see is an extreme challenge between gatherings. From exceptionally youthful ages such as in kindergartens, kids have figured out how to contend on games such as sports festivals for their teams (generally red group against white group).In corporate Japan, you can see that representatives workers are usually the most motivated when they are competing while they are in the leading group against their rivals. What you additionally observe as an outflow of masculinity in Japan is the drive for greatness and flawlessness in their man-made productions (monodukuri), hospitality services (Hotels and Restaurants) and presentation (food presentation and Gift wrappings) in any aspects of life. Infamous Japanese workaholic is another declaration of their masculinity. It is still difficult for ladies to scale the professional bureaucracies in Japan with their Manly standard of hard and long working hours.

## 2.4.1.3 Uncertainty Avoidance Comparison

UAE has scored of a total of 80 points according to Hofstedes analysis on Uncertain Avoidance. This has shown that UAE have a high awareness on avoiding any uncertainties. This has shown on how UAE avoid strange and unfamiliar beliefs and codes which are unacceptable because of an unorthodox ideas and behaviour. As such, people in the UAE has an emotional urge to be busy and work hard, punctuality and precision is a priority, innovations could be restricted and self-secure is an important element for individuals.

According to Hofstedes Analysis based on Uncertainty Avoidance, Japan is one of the most uncertainty avoiding countries on earth with a score of 92. The reason was Japan is often stroked by natural disasters such as Tsunami (this is in Japanese and now it is used worldwide) earthquakes, volcanoes and typhoons. From these occurrences, Japanese has prepared from many point of views. Not only precautions from sudden disasters (Manmade or Natural), but also emergency plans (Plan A – minimum of C). We could say that Japan is one of the most prepared countries for the worst outcome. From the day they were born to the ends of their day, Japan has conducted rituals for their whole life time. As an example, ceremonies in school which was held at the start of the year and the end is all on the same date throughout Japan. There are even books that shown in detail the etiquettes on how to dress for funerals, weddings and other important events. Public workers and school teachers are often to do things without any order. However, feasibility studies and all the precaution factors are defined and researched in detail before any project could be executed in any corporate in Japan. Higher ups have to know all the details from the figures to the facts before deciding anything. From here on, in the hotel industry, it has the same system in doing any operations and

procedures on the floor. So, this is why Japan has been one of the most prepped countries in facing any natural or manmade disasters.

## 2.4.1.4 Long Term Orientation Comparison

Unfortunately, United Arab Emirates hasn't been analysed by Hofstede's country comparison analysis at this point about the Long term Orientation.

According to Hofstede's analysis on Long Term Orientation, Japan had scored a total of 88 which has a standout amongst the others. Japanese has understood the meaning of their lifespan which is accounted as short in the long history of mankind. So, their view upon this which is something that is impossible to avoid isn't strange at all. Because of that, they had in mind that you just need to do your best in everything in your lifetime and that is all. The thought of Gods will isn't that significant for Japanese individuals rather, they had lived their lives which was guided by genuine role models and great Excellency. In companies in Japan, you could see the huge interest on long term goals rather the benefit which you could see in front, which eventually they didn't see only to profit their investors, but also benefit the society and partners for the ages to come.

## 2.4.1.5 Individualism Comparison

According to Hofstedes analysis about Dubai or in here we will say the UAE, has scored a total points of 25 in individualism which means they are considered as a collectivistic society. the member 'group' such as a family, extensions of a family, or extended relationships had shown on how the UAE had become in to a collectivistic society and it was in the commitment of a near

long period of time.   The most predominant personality in a collectivist culture is Loyalty and it has a larger priority in most of societal regulations and rules. Strong connections has emerged from the society for everyone and each of them has taken responsibility for their member in their group. Breaking the rules has led to shame and the loss of self-image in this kind of society. Relationships such as the employer and the employee has a deep connection like a family link in the UAE and also the decision process of promotion and hiring's are looked from how they work in groups and the management of the group.

According to Hofstedes analysis about Individualism in Japan, Japan had scored of a total of 46 on Individualism. Japans society had shown a lot about the characteristic of a collectivistic society, such examples are of how powerful the sense of shame when losing their face on public and how they prioritize the synergy and teamwork rather than the opinions of a single person. But, they are not as collectivistic as their neighbouring Asian countries. The closest reason for this to have happened is that Japans society doesn't have an extended family system such as Korea and China which eventually will become an even more Collectivistic society. Japanese families has a way and a tradition which makes them a paternalistic society and these were shown in the family inheritance system. The eldest son will inherit everything from the family name to the assets from their father and the younger siblings need to leave and strive their own from each of their core families. A common fact which Japanese are known for are their loyalty to their companies while other Asian countries tends to transfer to different countries more often. However, the loyalty to a company is something that they have chosen individually and situational. In other more collectivistic countries, their culture has shown that their people are more loyal to their inner group from birth such as their local community and their extended families. As you can say that

according to Western Standards, Japan is a collectivistic society but to Asian Standards, Japan is an Individualist and a more reserved and private then their neighbouring Asian countries.

## 2.4.2 Dubai Service Style

According to the Dubai Government in 2018, 2,937,675 out of 3,192,275 are immigrants or non-Emirati citizens that consists from India, Pakistan, Philippines and Bangladesh which has occurred that Dubai's service style has been merged into an international service style with a mix of the Emirati service style and its heritage. The major service style that has been emerged from this is the Western style practice as the business exchange is between the American and the European regions has the major play in this occurrences of standards. Since the major population was from Expatriates, it was shown that the service style has been mixed from 2 different Service style which is the Western style in Major and the Emirati style which is the Minor.

## 2.4.3 Omotenashi

The Japanese word **omotenashi** is usually translated as hospitality in English, but the word has a deeper meaning in Japanese. According to Morishita (2016, 157), the word has four meanings:

1. Treating guests,

2. Offering feasts or receptions,

3. Understanding the behaviours or attitudes of people, and

4. The treatment or procedure of certain activities

He goes on to explain that "the etymology of the term stems from 'truthful contact with others' and 'establishing/creating better human relations.'" according to Morishita (2016, 157). Ikeda concurs with the idea that omotenashi means more than just hospitality, claiming that "'omotenashi' is the ultimate spirit of hospitality" (Ikeda 2014, 150). As an

example, he says that although the guests at hotel Peninsula Tokyo "do not count the services, they can feel the hospitality as part of the entire experience" (Ikeda 2014, 150). Omotenashi, then, is more of a mentality of being accommodating at every moment, and providing guests with a seamless experience where the hospitality neither starts nor stops, but continues during the entire visit. The Japanese traditionally have very high expectations of service not only when giving it but also when receiving it. These expectations follow them when going abroad.

### 2.4.3.1 The Concept of Omotenashi

The concept of omotenashi is thought to have its origins in the tea ceremony that was introduced in the Azuchi-Momoyama era, by a man named Sen-no-rikyu. The tea ceremony is fulfilled with omotenashi culture and kata. Kata means the way of doing things, and the kata helps to perfect the omotenashi by following the special code telling how to deliver the true feeling of the tea ceremony. The ceremony requires a huge amount of training in order to understand how to deliver to the guest the true heart feeling while serving. The tea ceremony is called "chanoyu" in Japanese language. The tea ceremony has the elements that are similar to the elements of omotenashi. The word "chashitsu" means "the place and space where the tea ceremony will take place". The word "temae" means the series of procedures for making the tea". The word "chadogu" means "Equipment and tools for the tea ceremony". The "milieu" means "the host and audience cooperation". All that elements explain the true similarities between omotenashi and the tea ceremony. The tea ceremony is a way to gather people of all social rankings so that they can simply be together and enjoy the nature while drinking tea.

The Japanese tea ceremony is more than just drinking tea. In addition to learning how to make and serve tea by using a specific set of body movements, practitioners should have knowledge of Japanese history, Zen Buddhism, flower arranging, ceramics, etc.

Mastering all this takes years or decades. (Sato & Parry 2015, 521-522.)

The tea ceremony is made up of four principles. One of these is seasons, and one school has 15 of them. These different seasons are expressed using seasonally appropriate objects like sweets, flower arrangements, hanging scrolls and utensils. For example, a cup used in summer should cool down quickly. (Sato & Parry 2015, 522.)

Two of the other principles are about the relationship between the host and the guest. The tea ceremony is a ritualized interaction, and good intentions are not enough. The ritual should be done properly in order to properly express the feelings of hospitality. At the same time, there should be a mutual understanding between the host and the guest. The host needs to understand the guest in order to behave properly. For example, if the guest is a child, the host can make the tea cooler. (Sato & Parry 2015, 522-523)

2.4.3.2 Service Style that keeps improving

The Japanese think that in order to satisfy your customers, you should be able to meet their expectations. Ideally, the value of your product or service should exceed the expectations. According to Ikeda (2014, 146), it is important to understand customer behavior and that that behaviour will vary and change to succeed. Ikeda (2014, 147) uses the Japanese expression ichi-go ichi-e to explain this behaviour. He translates this expression as meaning that even if you meet the same man more than once, the encounters will change because people change. In a service situation, the omotenashi will change according to each situation, and there is no "one-size-fits-all" (Morishita 2016, 157).

However, no matter how good someone is at providing omotenashi, or how high the level of omotenashi is at a certain

business, it will never be perfect. Omotenashi is imperfect, and this is where kaizen comes in. The word means continuous improvement. It was first used in factory management, but is today used in all fields. Like explained earlier, ichi-go ichi-e means that customer behaviour changes all the time. Therefore, omotenashi must change and adapt to each new behaviour, it must evolve and improve in order to provide the perfect result. And even if omotenashi manages to be perfect in one situation, it might not be in the next, because the situation has changed. (Ikeda 2014, 152-153.

2.5 Differences in Service Style

According to Sato and Parry (2015, 520-521), they had shown about the differences of customer services between the western eastern and the Japanese. In the West and East, everything is focused in satisfying the customer needs with a motto that said "The customer is the king and the service provider is the servant". In Japan it is different, the customer and the service provider are equals and because of that they did not see each other with any sort of hierarchal status. So as you can see, what distinguishes Japanese service from the Western Service are about the understanding of both parties and the mutual consideration of both. Another thing is when customers and the service provider are both seen as equals, both sides interactions would be satisfied. This can be compared to the West, where service providers strive to satisfy the customer only. (Sato & Parry 2015, 523-524.)

Omotenashi is willingly performed service, with no expectations of tips, in contrast to some Western countries where tips are expected. This approach to service is based on and influenced by courtesy, modesty, and Japanese culture and lifestyle. There are, of course, similarities between the West and Japan, such as welcoming guests and responding to their needs. (Morishita 2016, 157.) Nevertheless, it seems like five-stars hotels in the United States cannot compete with five – or even three – star Japanese ryokans when it comes to service quality (Fitzpatrick 2006, 34-36).

There are certain criteria that customers from all over the world regard as aspects of good service, such as that it is timely and that the service provider knows both the product and the customer. However, what counts as excellent customer service differs between cultures, so something that might be perfectly acceptable in one country might not be in an-other. People from different language and cultural backgrounds prefer different things according to Shinomiya (2011) and Liu & al. (2017, 559.) For example, in the United States, customers might expect an employee who confidently lets them know that they will get the job done, while chatting with the customer or even joking with them. In Japan, on the other hand, this attitude would be frowned upon, as in Japan customers expect the employee to be soft-spoken, polite and humble while showing respect for the customer. And as a third ex-ample, in Scandinavia customers want an employee who straightforwardly provides the service and nothing else. Furthermore, these differences can be seen in the different use of language when there is a problem that needs a solution. In the United States, the service provider is indirect and provides suggestions for how to proceed while making the customer feel better about themselves. In Northern Europe, the service provider is direct and tells the customer what they have been doing wrong. In Japan, where there is a group mentality, the service provider will consult their supervisor or bring in a third party to help solve the problem together according to Shinomiya (2011, 2-3, 6.)

Shinomiya (2011, 3-5) provides examples that well illustrate the differences in service en-counters in different cultures. For example, when visiting a restaurant in the United States, a customer might be met with a casual and friendly server who pretends to be their best friend:

> Hi, I'm Heather, and it's my pleasure to be your server tonight. We have some really great specials I'd like to tell you about. They're all delicious, but my personal favourite is the shrimp fajitas seasoned with cilantro and epazote; they are just fabulous!

According to Shinomiya (2011, 3.) In Asia, a polite smile would be okay, but the customer won't expect the server to pretend to be their friend. In Japan, the service style is a lot stiffer than in the United States:

I am sorry to have kept you waiting. You are very welcome here. The total is 4,757 yen. I humbly request 4,757 yen. I have certainly just received 10,000 yen. Shall I take it from 10,000 yen? Your change is 5,243 yen. I will first give you the large bills. Please confirm. Here is your (small) change and receipt. Please confirm. Thank you very much.
(Shinomiya 2011, 3.)

## 2.6 Previous Studies

| No | Year | Article | Abstract | Remarks |
|----|------|---------|----------|---------|
| 1 | 2014 | The Origin of Japanese Excellent Customer Service (Abdulelah Al-alsheikh ) | Through the details researching work of Japanese and American Management core strategies at unconventional approach. Japanese and the American are two fundamentally altered management styles from the wider outlook. The goal of this paper giving the framework through the details conceptual investigation based on the two styles of management. Generally four basic underlying management concepts and theories of historical Judgments show the scatter point of views and the behaviour approach management style. There is the main difference is about the philosophy and attitudinal evaluation of management practices. Japanese's management is the based on unionism manner system on the other hand American management describes the individualism concept. They are different for many reason but both are levelling their management practices to the global standard. | How Japanese could give excellent service |
| 2 | 2017 | Japanese and American | Through the details researching work of Japanese and American Management core strategies at unconventional | International Busines |

| | | | approach. Japanese and the American are two fundamentally altered management styles from the wider outlook. | s and marketing management |
|---|---|---|---|---|
| 3 | 2018 | Japanese customer service and meeting the expectations of Japanese tourists in Finland | The objective of this thesis is to study the Japanese style of hospitality and find out what makes it different from the service styles of other countries. Based on these findings the author wants to find out what aspects of Japanese customer service Finnish service providers could implement, in order to better meet the expectations of Japanese tourists. | |
| 4 | 2010 | Tourism and Globalization in the Arab World | Living in a small village called the "world" where differences among nations are eroding is a reality that cannot be denied or ignored. The 'Globalization' as a phenomenon has been seen in most aspects of our life; the tremendous economic integration witnessed worldwide, the revolution of technology, the extensive usage of means of communication and transportation, the increasing opportunities for communities and nations across the borders to interact with each other, and many other aspects are now transforming our world into a small village where cultural differences are eroding. This paper is discussing the | |

| | | | relationship between globalization and tourism in regard to the impact caused by them, and more specifically in Arab countries (Middle East and North Africa regions). The main finding of this paper is that economic benefits of tourism supported by aspects of globalization, were basically the focus of Arab countries, less consideration was given to environmental and socio-cultural impacts caused by tourism due to the pace of development as well as low standard of living for locals in these countries; such finding initiates the need to conduct a more sustainable planning and development for tourism. | |

Table 2.6 Previous studies

## 2.7 Research Model

**Dubai :**

*Bab Al Shams Desert Resort and Spa,*
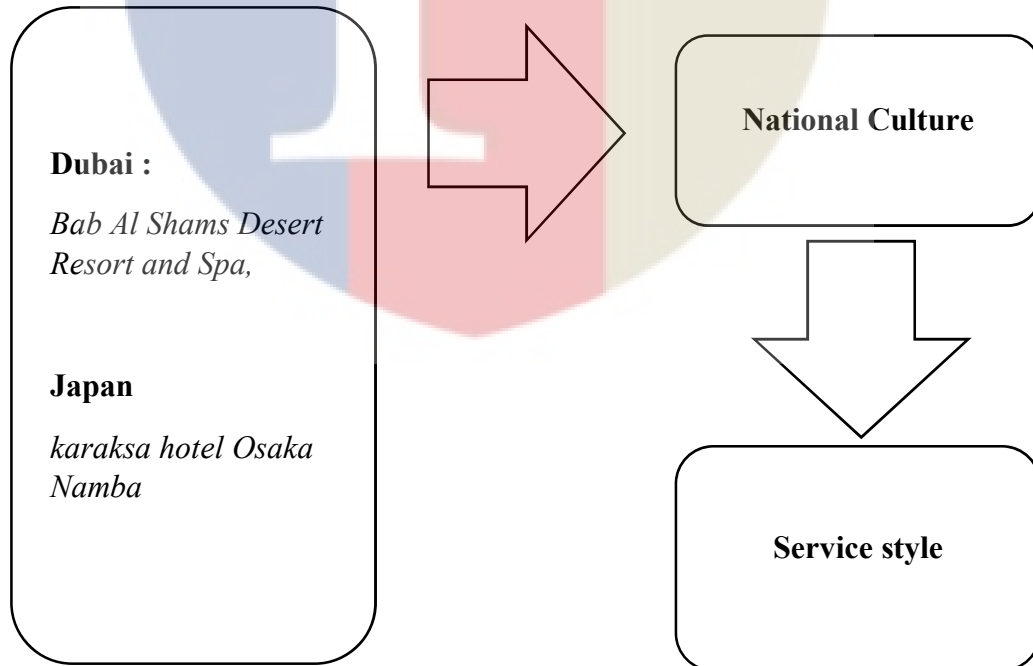
**Japan**

*karaksa hotel Osaka Namba*

**National Culture**

**Service style**

Figure 2.7 Research Model