

CHAPTER IV

RESULTS AND DISCUSSION

4.1 Company Profile

4.1.1 Bab Al Shams Desert Resort and Spa



Picture 4.1.1 Bab Al Shams (Al Hadheerah)

Source: Bab Al Shams Official Website

Bab Al Shams Desert Resort and Spa Dubai is a resort and spa that is located in the middle of the desert between Dubai and Abu –Dhabi with the natural dune and the desert view. *Bab Al Shams Resort and Spa* Dubai has one of the most popular *1001 Arabian night on the Arabian desert* themed restaurant named *Al Hadheerah Restaurant*.

With a remote location in the middle dessert which peeks the interest for tourists that are curious what is an Arabian night themed dining experience, *Al Hadheerah* has a capacity for 800 pax at normal occasion and could expand until 1200 pax for large events. It is a buffet style restaurant which serves from traditional Arabic food to International dishes. Its operational hour is from 07:00 pm – 11:30pm daily.

4.1.2 Karaksa Hotel Osaka Namba



Picture 4.1.2 karaksa hotel Osaka Namba

Source: karaksa hotel official website

Karaksa Hotel Osaka Namba is one of the latest modern style hotel that is located in a very strategic place in the popular city called Namba. It was opened on 2016 from a property company called *Xymax*, It is located in Shinsaibashi and it is near the famous *Shinsaibashi Shotengai* (shopping District), *Dotonbori* and *Amerikamura*.

2-9-13 Nishishinsaibashi, Chuo-ku, Osaka-shi, Osaka 542-0086, Japan is the exact address of the place. *karaksa hotel Osaka Namba* is a modern Osaka themed hotel with a sense of Japanese lifestyle such as vending machines inside the hotel. The total room of *karaksa hotel Osaka Namba* is 112 rooms which consists of 31 twin rooms, 80 twin rooms with extra bed and 1 semi double room.

4.2 Previous Studies

No	Year	Article	Abstract	Remarks
1	2014	The Origin of Japanese Excellent Customer Service (Abdulelah Al-alsheikh)	Through the subtleties looking into work of Japanese and American Administration center techniques at flighty methodology. Japanese and the American are two in a general sense modified administration styles from the more extensive viewpoint. The objective of this paper giving the system through the subtleties applied examination dependent on the two styles of the board. By and large four fundamental basic administration ideas and hypotheses of verifiable Decisions demonstrate the disperse purpose of perspectives and the conduct approach the executives style. There is the principle contrast is about the way of thinking and attitudinal assessment of the executives rehearses. Japanese's administration is the dependent on unionism way framework then again American administration portrays the independence idea. They are distinctive for some reason however both are levelling their administration practices to the worldwide standard.	How Japanes e could give excellen t service
2	2017	Japanese and American Managemen	Through the details researching work of Japanese and American Management core strategies at unconventional approach. Japanese and the American	Internat ional Busines s and

		<p>t: A Conceptually Study on Two Conceptions</p>	<p>are two fundamentally altered management styles from the wider outlook.</p>	<p>marketi ng manage ment</p>
3	2018	<p>Japanese customer service and meeting the expectations of Japanese tourists in Finland Jessica Fors (2018)</p>	<p>According to Fors (2018)“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.”</p>	
4	2010	<p>Tourism and Globalization in the Arab World</p>	<p>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</p>	

			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.	
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Table 4.2 Previous studies

4.3 Field Findings

The results from the researcher findings are based on the researcher's observation and experience on both countries (Dubai and Japan) with a time period of 6 months each and according to Hofstede's country comparison analysis and the type of service style that they had used. Hofstede's country comparison analysis are divided into 5 and those are power distance, masculinity, uncertainty avoidance, long term orientation and individualism

4.3.1 Dubai

Through the researcher's analysis and experience in Dubai, he saw that Dubai is a very religious country with their cultures and etiquettes pretty well conducted throughout the daily life.

The power distance between each other are quite influential as the hierarchical status in the country has the power to run the normal citizens such as an example in the place where the researcher had an internship in *Bab Al Shams Desert Resort and Spa* specifically in *Al Hadheerah*. When one of the sheiks, sheikkah , their relatives or friends came to dine at the restaurant, the manager, assistant manager and the senior head staff who are the same religion and similar etiquettes are the ones who has and could serve them and they could ask for anything even for stuffs that are not in the restaurant such as cigars. Also another example is that even though the operational hours at *Al Hadheerah* is 7:30 pm – 11:30 pm, if one of the sheiks, sheikkah, their relatives or friends are still in the restaurant after the closing time, the manager himself will stay until they went back. This shows that even the locals has their own consciousness and respect when a high hierarchical status person came. The distance between foreigners and locals are very minimal and you could say that is almost none as the locals are very friendly to tourists from all over the world and treated them very nicely. The fact that Dubai's population are mostly expatriates from India, Philippines Pakistan and Bangladesh from the researchers experience, he felt no racial treatments between each other and lived quite harmonious from day to day respecting each of their native cultures such as it is not allowed to sell pork in public as it was an Islamic country but when the researcher was going to celebrate Christmas in a church in Dubai, the locals which are different religions respect each other and allowed the selling of pork products. But the way they viewed locals who had different nationalities have some discriminations and could be felt like a label as an example, the native sees Philippine's as more of a housework type of people and Indians as lazy kind of people". Even in the researchers workplace where the staffs consist from different nationalities such as Russian, Egyptian, Indian, Philippines, Ethiopian and Sri Lankan, they worked as a team and prioritize the goal in hand first. But there are also some who are preferred to be in their own groups of nationality, the researcher here had

experienced in his workplace that they would be more comfortable if they are in groups of each nationalities especially Indians and Arabians.

The masculinity in Dubai in general are not that strong. It is balanced between masculinity and femininity as their roles in public are very distinguished from etiquettes and work. One thing in mind that the researcher had experienced is that females are very much prioritized in many aspects from greetings, physical contact and rules. An example is that if a female got touched or verbally harassed by a male, the male could go to prison. But one thing that shown the prioritization and protection of woman is that if a woman kissed a male and reported to the police, the male could go to prison. Dubai is more in getting status and achieving achievements rather than prioritizing the quality of life in their country, what makes the researcher felt that was he never felt the consideration for the future quality of the next generation as that is just left with the government's own choices but prioritize in what heights can an individual achieve and reach. But in the workplace where the researcher had an internship, it is more in team goal rather than personal achievements. As an example is that they cover each other's mistake and made the operation in to a good one.

Uncertainty avoidance in Dubai are pretty high based on the researcher's experience in a country way. This has shown on how Dubai avoid strange and unfamiliar beliefs and codes which are unacceptable because of an unorthodox ideas and behaviour such as LGBT. As such, people in the UAE has an emotional urge to be busy and work hard on daily basis, punctuality and precision is a priority at any aspect and self-secure is an important element for individuals. But that doesn't close the fact that innovations are pretty welcomed in Dubai, the fact about Dubai has changed their GDP sources from oil to tourism has shown the innovation at hand. Even though innovation and ideas are pretty well received from aspects such as economy and businesses, but they tend to prioritize to what they have in mind as such is their culture, habits and etiquettes. In the workplace of the researcher, the restaurant has used the

international service style but even though the service style are adapted to the westerners, they had yet to forgotten their original cultures and rules.

The long term orientation in Dubai for passing down what their ancestors had made such as culture and etiquette are pretty well performed but at different aspects. Even though in Hofstede's analysis the UAE haven't been analysed till this point but, what the researcher had experienced about the long term orientation is that the etiquette and culture are being used until today. A fact about this is when the researcher himself has felt one of the cultural phenomenon in Dubai and that is when it is "*Ramadhan*". In ramadhan there was a time where the locals need to fast especially the ones who are Muslim. At this kind of time, the whole food and beverage stores, restaurants and bars in Dubai must either cover their stores so that people couldn't see that there are people eating in the store or they close until the fasting time finishes. All this must be followed even to tourists who came to Dubai at that time. For etiquettes, it is still being used by locals for each other and the rules as being said in the masculinity (about gender rules) are very mandatory. But since Dubai's Population are mostly expatriates, the Emirati service style are not practiced and eventually the International culture that are mostly used in the eastern and western part of the world are applied since Dubai had been developing with western and eastern companies. Even in the place where the researcher had an internship, the service style that was applied are practically international services.

The individualism in Dubai are balanced according to the researcher's experience. Since again Dubai had more of expatriates than the natives, the researcher had felt the kind of bonds only between their own nationalities and had a kind of discrimination. In the daily life basis, the researcher had felt more of an individualist country where they had cared more of their individual thoughts, priority and needs other than others such as the regulations are more of being the researcher felt more where The researcher felt the connection between the families, extended

families and workers where they had a family bond like relation to each other. The loyalty that was explained by Hofstede's analysis had been felt by the researcher as he had experienced where in his work place there are a lot of workers who had worked for more than 7 years and only a small amount of workers who had joined or resigned. Also, the researcher had experienced where his manager protected his own employee from customers such as his own family that was being accused falsely by a stranger including the researcher himself. This phenomenon had made the researcher experience the bond like family in Bab Al Shams.

What the researcher had experienced in Dubai was that the service style in Dubai was affected by the majority of the population on a daily basis in Dubai but the effects from the culture that they expressed had influenced the service style in Dubai.

From the researcher's findings from the observation and experience, it can be concluded as in the table below compared to Hofstede's analysis:

Indicators	Power Distance	Masculinity	Uncertainty Avoidance	Long Term Orientation	Individualism
Hofstede's Analysis	90 (Wide)	50 (Balance)	80 (High)	-	25 (Collectivist)
Johan	Hierarchical Welcome (tourists) A little discrimination (among Locals)	Balanced (Daily activities) Prioritizes Females (rules, regulation and treatment)	Open minded (Innovation) Rigid (Beliefs)	None (Majority Expatriates) Strong sense (Culture)	Balanced

Table 4.3.1 Comparison of the Field findings in Dubai

4.3.2 Japan

Through the researcher's findings and analysis in Japan, he had experienced that Japan is a cultured country with every aspect

from daily activities to business related activities has its own etiquette, norms and culture that were performed which in the end relates to the service style that the Japanese had shown towards themselves and foreigner whether they are tourists or a resident.

The power distance analysis in Japan are very low from what the researcher had experienced. The researcher had felt there is no distance at all between the Japanese to themselves and foreigners who are tourists and residents. He had felt that in Japan, everyone's existence has a purpose and is equivalent to others. Even though they are very aware of their positions in hierarchical status but, they had not shown any distances and had a pretty well bond towards their employees. Even so, the researcher had experienced that the Japanese had treated everyone without any discrimination and worked with them as equals. The only thing that the researchers felt was only the language barrier between the natives and him as the researcher wasn't fluent in Japanese. But even though they were language barrier, the Japanese didn't stop trying and eventually the researcher himself had learned their language and able to understand a few from their encouragement. One memorable moment for the researcher is when he was lost in his way back in a station and got on the wrong train, there was an old lady who stands up and went to him and asked if he was lost and guided him to the right train until the point that old lady left the train that she was supposed to depart.

The masculinity in Japan are high from what the experience had felt in Japan. What makes the masculinity quite high was the the competitive between individuals and groups. Although the treatment of each other in Japan are very friendly and caring to each other in need of help, the competitiveness are very much high even at a young age. The researcher had seen and observed when he went to a park at daily basis of exercise, he saw a few children's who are playing at the playground. This children's are always into 2 groups and each groups member are always the same. He saw that this children had always compete in having whose turn was it for the facilities in the playground and they did that

every evening after school as they are still using the school uniform. Another aspect that the researcher had felt is that the male gender are prioritised here and it's a passed down habit and culture from the early Japanese. From the chances of jobs until the role in a family are shown. The researcher had a friend who is Japanese and he saw that his friend's wife had stopped working when they had a child and the wife must stay at home taking care of the children and doing house work while his friend continues his job. But in the researcher's workplace which was Karakasa hotel, he had felt that gender equality is very equal, the work was divided according to one's ability and not because of the gender. An example is shown that males and females are given tasks whether it is heavy labour or administrations equally with note that need to know the individual needs.

The uncertainty avoidance of Japan is according to the different aspects according to the experience of the researcher. About disasters from man-made until natural, Japan is very high in preparing any uncertain disasters. One thing is that each kind of disaster is already prepared until the point that even when a typhoon or an earthquake strikes in Japan, the citizens are continuing their daily life activities normally but with a little more caution. This was shown when the researcher had experienced a typhoon which is just outside the hotel and every staff there was very calm with it. Also, such as emergency kits are placed almost everywhere in Japan for the case of heart attacks or heart disease which are called AED (Automatic External Defibrillator). To this extent that Japan had prepared the wellbeing of their citizens. About the other aspect, Japan was very low (which means welcomed) other beliefs and respected them very well. The researcher saw that some countries didn't accept LGBT but in Japan, they can be whatever they want and show what they want to be without being criticised or forbidden to do. It is common to see this even he had experienced being served by a LGBT cashier in a convenience store. From this kind of habit in Japan, the uncertainties and well-prepared service styles are affected very much.

until the point where there are manual for the uncertain cases. An example on what the researcher had experienced was that in the workplace where there is a new policy of having new taxes which are meant to be paid separately from the online payment or who had paid in advance and need to be paid on the spot. The manual shows how to do the procedure and even there was a procedure for the guests who doesn't want to pay the tax.

The long term orientation in Japan are very high according to the researcher's findings. What makes it so high was that the culture and beliefs that was passed down from the Japanese ancestors are being used in every aspect from the daily life activities to the business related activities until the extent of each occasions or meeting with friends or higher ups have their own way of greetings and etiquettes. This was experienced when the researcher had learned when he was having an orientation before the start of the internship. There was different kinds of greetings and formality for different occasions and people such as there are formal structures of words which is for higher ups or guests, informal structure for friends or relatives and there is the way of bowing which also has different kind of degrees for thanking and apologies. These cultures are much prioritized in every aspects until it is mandatory for any kind of business occasions. Another aspect which made Japan was scored very high in the long term orientation by the researcher is that they had though not just only for the sake of a few days or months to come but, for many years and generations that has to come. As an example is that in the researcher's workplace, they had made many relations between B to B connections and as such they could have gained a lot in the profit with the chances they had but as the researcher saw that karaksa hotel had chosen, they prefer to have a long term relation than a profitable cause. Since karaksa hotel Osaka Namba was opened in 2016, the operations, rules, regulations and SOP are still being used until today but the culture was forged from each people since they were young and as a result, the etiquettes and culture was pretty much the service and

eventually made what Japans service today with a term that was called “*Omotenashi*”.

The individualism in Japan according to the researchers experience are very low. The reason is that he had experienced a lot as where synergy and team goals are more important rather than an individual opinion. Also, as how they treat others as how they wanted to be treated and this mind set has the majority in many Japanese according to the researcher experience. As an example, in Japan they prioritize people’s safety and the well-being of each other as much as they are and even vehicles must stop when there are people crossing the road even when it is a red light for the pedestrian. As such in karaksa hotel Osaka Namba, the team is the priority and the synergy is what they are always trying to improve and as a result, to meet ones expectations isn’t enough but to be a step ahead than what was expected is what Japanese are doing and made it in to the service style of the nation and this also was clarified as *Omotenashi*.

According to the researchers observation and the experience in Japan, it is concluded in the table below

Indicators	Power Distance	Masculinity	Uncertainty Avoidance	Long Term Orientation	Individualism
Hofstedes Analysis	54 (Normal)	95 (Masculine)	92 (High)	88 (Long term)	46 (Balance)
Johan	Humble and respect (Hierarchical) Welcome (tourists) A little discrimination (among Locals)	Balanced (Daily activities) Prioritizes Males (Business chances and leadership)	Open minded(Innovati on) Accepts and respect (Beliefs) Well Prepared (disasters)	Strong sense and applied to all aspects such as daily life and business (Culture) Long term (Business and Life)	Collectivist Care for others

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Table 4.3.2 Comparison of the Field findings in Japan

4.4 Participants Profile and Descriptions

All the participants agreed to put their names in this thesis, and those participants are:

1. Agung Tri Laksono was an intern in *karaksa hotel Shinsaibashi I Osaka*, Japan for 3 months from August 2018 to October 2018. The interview was done at 26th June 2019.
2. Tania Tanureja was an intern in *karaksa hotel Shinsaibashi I Osaka*, Japan for 3 months from August 2018 to October 2018. The interview was done at 26th June 2019.
3. Saayo Grace Nielyn as the Chief of staffs in Front Office in *karaksa hotel Osaka Namba Osaka*, Japan and has been working for 3 years there and 9 years living in Japan. The interview was done at 8th July 2019.
4. Bella was an intern in *Bab Al Shams Desert Resort and Spa* in the Food and Beverage department in *Al Hadheerah* restaurant for 6 months from October 2016 – April 2016.
5. Jacky Lou Blanca as the Guest Relation officer in *Bab Al Shams Desert Resort and Spa* and as the hostess in *Al Hadheerah* restaurant for 8 years and 9 years living in Dubai, UAE.

4.5 Research Findings

The data for the research findings are collected from the distribution of sets of interview questions to the respondents by direct approach and media approach with the time period from June 2019 – July 2019. The respondent consists of experienced personals from *Bab Al Shams Desert Resort and Spa* Dubai, UAE and in *karaksa hotel Osaka Namba Osaka*, Japan.

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. As which culture has been a big influence towards the service style in the countries and even through the tourism industry where they had displayed their own culture towards foreigners and as a result national culture has become a large influence towards the hospitality and the tourism industry on that country itself.

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” in which how we could see the countries state in different aspects of values. The findings through Hofstedes analysis outline for Dubai and Japan are as below according to the participants:

4.5.1 Dubai

a. Power Distance

From the participants who had been and working in Dubai, both have explained that the hierarchical status in Dubai are very influential until the point where the citizens will serve the hierarchical system without further questions and with special care for example the when meeting or serving the ruler of Dubai and his family and friends and also the royalty wont event mingle with the normal citizens which was said by Jacky Lou Blanca which were:

“There is a huge difference like you can’t greet them casually, but you need to say your highness and shouldn’t see in their eye directly there is even training on how to greet them. As for higher ups we need to be at most respect” –Jacky-

“So far you couldn’t see them because the royal family wont mingle to the public and they have authority over anything and it happens in *Bab*

Al Shams, example the sheikkah (Female Royalty) reserved the whole place where no one other than the sheikkahs guest can enter” –Jacky-

Bella also added where the royalty are the highest of the hierarchical system and they can threat normal citizen as they like and we must follow them with respect:

“Mereka ada kasta dan paling tinggi itu sheikh sheikkah, teman – teman dari sheikh atau sheikha jga dilihat atau dipandang. Temannya dari sheikh sheikahnya malah lebih berlaga. Semua diikuti dengan hormat dan tulus” – Bella -

For tourists who comes to Dubai, they are treated very welcomed by the locals according to Jacky and Bella but, they are some nationalities who are treated better based on Bellas experience because they view them as a target where you could easily get money or getting tricked at especially for Chinese and Japanese as below:

“Mereka terbuka sekali dengan mereka dan mereka bakal membuat mereka rasanya aman tetapi, beberapa kewarganegaraan seperti china dan Jepang dipandang gampang ditipu oleh karena dan ada tujuan mau memeloroti.” – Bella -

Jacky who had stayed in Dubai for a 9 years had told that while working in *Bab Al Shams Desert Resort and Spa* in *Al Hadheerah*, she can't get use to the natives who worked there as they are shouting and yelling on a daily basis which was normal for them. She had shared about how the natives had treated locals with different nationality and tourists. Dubai mostly consists of expatriates according to Bella which most of them are from the Philippines and India and the way they view them has some discriminations.

b. Masculinity

Gender role has a very huge impact in Dubai and that is women are prioritized there according to Bella and Jacky:

“Gender roles in Dubai has an 80% effect of everything in Dubai’s activity as an example you can only see man who works and could be seen in public and rarely see women in public, women are usually only at home taking care of the children.” –Jacky-

“Ada contohnya Wanita, itu adalah wanita diutamakan mau didalam segala aspek dalam etika ataupun cara dilindunginya” – Bella-

Gender roles had even impacted the ways of greeting, etiquette and serving to such extent that there are even procedures according to Jacky and as such that even tourists are mandatory to follow these procedures :

“Gender role has a huge impact such as like the service. Man and woman can serve a male guest but if it’s a woman customer it is mandatory for a woman too to serve them.” –Jacky-

The competitiveness in Dubai are quite high as was stated by Jacky that they are always ambitiously working on their status and achievements but their priority is team goal which was stated by Bella:

“They prioritize their status and achievements and they are always working and developing on it...” –Jacky-

“Selalu dibilang kalau tim itu lebih penting dan per individu ada masing lebihnya dan kalau digabung akan menjadi lebih bagus” –Bella-

c. Uncertainty Avoidance

For the uncertainty avoidance in Dubai, Jacky has stated that now a days Dubai has become an open minded country rather than a rigid country from the examples as below:

“Open minded now a days such as usually in many Emirati countries, the women cover their faces and have a certain type of clothing if they went out of their house but in Dubai, now they just wear normal clothes.” – Jacky -

They are open minded now a days but there are certain aspects that they accept and not such as innovations are accepted but certain practices aren't. Religions and innovations are welcomed in Dubai even though it's a Muslim country according to Jacky but, LGBT and such aren't welcomed in Dubai but there are still some of them but not in public as Bella said:

“Menerima perubahan tapi secara tidak terang - terang contohnya LGBT tetapi hal - hal yang menerima inovasi mereka menerima contohnya adalah kepariwisaataan.” – Bella –

The uncertain avoidance about disasters are different according to Bella and Jacky. For man-made disasters, Dubai has proved safe as there are procedures and as long as they had stayed there they are safe. As for natural disasters, there are very bad in preparing according to Bella:

“Untuk bencana manusia sudah siap tetapi untuk bencana alam walaupun sudah bertahun – tahun terjadi sampai sekarang tidak ditanggulangi dan dipersiapkan contohnya sudah bertahun – tahun banjir di Dubai khususnya Al Hadheerah ketika terjadi hujan tetapi tidak ada penanganan.” – Bella -

As in for the service style, it has affected from the way of habit in the uncertain avoidance aspect such as the way in handling uncertainty avoidance in workplace where most of the staff and locals would use their instincts rather than the SOP and they would accept ideas for upselling but doesn't accept the change of theme in the workplace as said by Jacky and Bella.

“Remain with their own ideas, because until now we do what was done when alhadheerah first opened in term of rules and regulation but in upselling they gladly accept new ideas” – Jacky –

“Mereka lebih ke nalar daripada mengikuti SOP (Standard Operation Procedure).” – Bella -

d. Long Term Orientation

Dubai’s Long term orientation in culture, etiquette and religion are very high but only to the extent on daily basis, since the majority of the population as said by Bella before are expatriates. There are etiquettes and culture in greeting one another in their custom which are used on a daily basis and there is a cultural phenomenon that is related to the Muslim practice like “*shalat*” (praying) called “*ramadhan*” was to be applied to the whole Dubai which includes people who aren’t Muslim and tourists according to Jacky and Bella:

“Yes like example if time for *shalat* you have a specific time you could pray and no one can stop it and someone need to cover their job especially in *Ramadhan* and fasting example: We (the other religions) cannot eat or drink while they (Muslims) are fasting and if u caught eating, police could catch you at any time and you need to pay fine.”

“Yes and until now they are strict”

According to Bella, they also had maintained some beliefs about what should be done or not but only to the extent of daily basis.

“Tidak tapi ada sedikit contohnya agamanya walaupun lom break tapi sudah waktu doa mereka tetap doa”

e. Individualism

Dubai’s individualism has a high score from both participants. Jacky has stated that Dubai is more of an individualist rather than a collectivist because based on how they cared more for themselves

than others and Bella also had the same answer. But, Bella had experienced that even though individual priorities are important, she felt that in the end is for a large purpose and Dubai is more of a collectivist than an individualist since they believed more in team work and they rather be a leader than a boss:

“Kolektifis karena percaya team work. Mereka mau jadi leader dari pada boss dan saling menunggu ketika melakukan sesuatu contohnya ketika sudah mau tutup di tempat kerja, semua harus menunggu sampai masing – masing pekerjaan selesai dan baru pada pulang.” – Bella -

Even though Dubai had scored pretty high in the individualism aspect, the case where helping a tourist isn't a problem. Jacky experienced when asking for help and seeing locals helping tourists, they are very happy to explain it to them. For Bella, she had also experienced being helped by the locals when she couldn't catch a bus on time from her workplace to her accommodation and her manager and his friend drove her back to her accommodation.

From the indicators of Hofstede's analysis, the response from the participants has been concluded according to the indicators. From the interview above, the table below is the summary of the results and the answers of all the participants' responses:

Name	Power Distance	Masculinity	Uncertainty Avoidance	Long Term Orientation	Individualism
Hofstede's Analysis	90 (Wide)	50 (Balance)	80 (High)	-	25 (Collectivist)
Jacky Lou Blanca	Hierarchical Welcome (Tourists) Discrimination (Local)	Equal Female Prior	Open minded (Innovation) Rigid (beliefs) Not Prepared	Short term	Individual
Bella	Hierarchical Welcome (Tourists) Equal (Local)	Equal Female Prior	Open minded (Innovation) Rigid (beliefs) Not Prepared	Short term	Collectivist

Table 4.5.1 Dubai's Participant Responses

4.5.2 Japan

a. Power Distance

In the power distance analysis, it will be divided into 3 aspects and those are the hierarchical system, locals to tourists and natives to expatriates.

About the hierarchical system in Japan, 3 out of 3 has agreed that hierarchical status has power over the public but the way the higher ups displayed was a humble interaction with the citizens or their employees. As said by Grace who had experience living in Japan for 9 years about this:

“They just follow the hierarchical system for example once the government decide a kind of rule, some Japanese might not agree but they follow and there is no strikes”

About the approach that they did was explained by Tania that they had no differential approach and treated as equals:

“Dalam sistem hierarchikal, mereka masih ramah dan tidak membeda - bedakan status walaupun posisi dan statusnya berbeda. Mereka berinteraksi seperti sesama.”

Agung had explained about how minimal he had experienced the oppression humble the higher ups when he meets them and also found out that the respect towards the hierarchical system is very strong until the extent as when working hours is done and the higher ups haven't gone home, the employees would wait for the higher ups to go back then they would gone home:

“Sistem hierarchikal sangat minimal karena mereka tidak memperlihatkan jabatan mereka pada umumnya sebagai contoh: apabila seorang manager datang ke kita, dia tidak ingin di memperlakukan atau dihormati selayaknya manager seharusnya pada umumnya. Sehingga, ia datang ke kita penuh dengan

“Humble” dan berbincang dengan kita seperti sesama dan tidak ada perasaan seperti atasan dan bawahan”

“Termasuk iya karena seperti contohnya ketika jam pulang kerja, orang Jepang dikenal sebagai tepat waktu akan tetapi ada perlakuan ketika atasan paling tinggi belum pulang pada saat jam kerja pulang. Para karyawan akan tunggu sampai atasan tersebut pulang terlebih dahulu baru mereka pulang. Adapun juga sikap dan etika penghormatan untuk atasan sehingga ada kata – kata khusus untuk yang posisi lebih atas seperti cara pembungkukan, pengucapan dan kalimat – kalimat”

Japanese had treat tourists with a very welcome attitude, 2 out of 3 participants had explained in how the locals treat the tourists based on their experience.

Grace had said about how the Japanese were excited to welcome tourists until the government has set some international speakers on the public transportations stations and landmarks so that it would be easier for tourists who can't speak Japanese :

“Tourists are increasing and the locals welcomes the tourists and even the locals are being considerate or plan what the tourists anticipates example now they have international languages”.

Tania had felt that now Japanese has welcome tourists with a purpose that they had seen tourist as an opportunity in increasing the GDP and income with knowing that Japan had opened more to other countries than before. :

“Welcome dan senang karena pendapatan GDP. Apalagi sekarang lebih open pada orang asing”

But according to Agung's experience, a lot of Japanese had a problem in language barriers that made them make a distance between tourists and Grace also added that language barrier is a small reason some locals are shy to approach. But, if the tourists are

trying or can speak in their language, they are happier to teach you and help you. Tania had also experienced that even if there is language barrier, they always try their best to help and communicate with you even using body languages or gestures:

“Pada penduduknya lumayan memandang segan dan menjahui para turis bila tidak ada keperluan kepentingan. Dimungkinan takut dan segan karena adanya “Language barrier”. Apabila ada turis yang terlihat bisa dalam bahasa mereka sendiri, mereka akan memandang cukup senang dan bila dalam bahasa Inggris, mungkin lebih terbuka” – Agung –

About the natives to expatriates, according to the response of Agung and Tania, they had shared that there are no racists or any kind of discrimination as long as they can communicate with Japanese:

“Sama aja seperti turis tapi bakal diajak komunikasi”

But according to Grace, there are some discrimination according to the nationality:

“From the discrimination that I said if American or European, they will treat them nicely but treats the Asian just with normal example when talking to European or an American they will talk slowly so they can understand but for Asians it’s the opposite”

b. Masculinity

From the experiences of the participants, 2 out of 3 doesn't feel the impact of the gender roles that much in daily basis and those are from Tania and Agung who had stayed and had an internship for 3 months and said that it was according to the work that they do and prioritize each gender equally:

“Gender tidak terlalu mempengaruhi dalam kehidupan sehari hari tetapi tergantung pada pekerjaan mereka seperti pria akan yang lebih pekerjaan fisik dan perempuan akan ke administratif. Imbang.” – Agung -

But according to Grace who had stayed in Japan for 9 years, males are to be prioritised in business related activities and chances:

“Japan is still close minded and man are prioritized example when a woman get married and gave birth, they need to stop working”.

Knowing also from the background about japans high masculinity according to hofstedes analysis, 2 out of 3 had said that Japan is competitive towards each other and those are from Grace and Agung.

c. Uncertainty Avoidance

From the interview, the researcher had differentiate the matter of uncertainty in to 3 and those are an innovations, beliefs and disasters.

From the aspect of innovations, all the participants said that Japan has been an open minded country and accepts any kind of new innovations from outside Japan and according to Agung, he said that they accept new ideas and innovation but filters and create them into their own:

“Menerima hal baru tapi dijadikan produk mereka sperti difilter”

From the aspect of culture, beliefs and habits, the Japanese are very rigid and strict upon their beliefs and all participants had explained on how. According to Agung, even though Japan accepts new innovation and made it their own they will never change the way of their beliefs even if it means getting something better:

“Mereka berinovasi terus menerus tapi tidak mengubah culture yang ada dulu walaupun bisa mendapatkan hal yang lebih bagus”.

According to Tania's example, she said about the case of having manpower from other countries that they rigid and about this kind of things and it is mandatory to have a certain level of language fluency if they want to work in Japan even though Japan is in need of man power :

“Terstruktur dan kaku karena saat ini pun ditunjukkan kalau untuk kerja, mereka harus min. N3 dan buktinya perlu banyak pekerja disana”

According to Grace, their history and beliefs also had an effect about the uncertainties:

“.....but if religions and beliefs they are very rigid example. There is a culture that public baths and onsen doesn't accept tattooed guest because of the bad image of yakuza.”

For the last aspect which is disasters (man-made or natural), all 3 participants had a direct answer of well-prepared from daily life basis to country sized procedures. From Agung's experience in their workplace, once every three months there is a fire drill that is practiced for the staffs and informed to the guests about this.

d. Long Term Orientation

Japan's long term orientation based on the participants' responses are very high. From the cultures and beliefs of their ancestor, they are still implying it to the daily base life activities and business related activities. Grace had explained some of the cultures that are even today are being used:

“They still practice the beliefs in the culture example business to business they do “nomikai” (tradition in celebrating an achievement

through drinking with everyone) and they prefer meetings rather than talking on the phone or mails”

According to Tania, the etiquettes and greetings of the Japanese are always implied and even the practices of “*Omotenashi*” was implied:

“Selalu ada contohnya dalam pengucapan dan welcome orang, sesama pekerja ada ucapan dan saat pulang kerjapun ada. Omotenashi dipakai hampir segala hal karena mereka memikirkan kepentingan sesama. Nomikai juga dilakukan oleh para staff”

The cultures has bonded the Japanese even when they are in school, they are being taught about the etiquettes and business etiquettes. Also all this cultures must be followed by whoever comes to Japan according to Grace:

“Yes, example in college they still have Japanese business etiquettes rather than doing the international etiquette. They are so many etiquettes for each one of them even foreigners need to follow these rules.”

The sense of culture has a very strong bond for the Japanese until the extent that all participants gave the exact answer that they had a very strong sense of culture and felt it while they stay or live in Japan and eventually follow their traditions.

e. Individualism

The participant’s response in the individualism aspect has more in the caring to one another response than individual matters. The response from Grace and Tania are pointing towards how Japanese are more of caring to one another and prioritize others the same way as they prioritize themselves but it’s the opposite according to Agung.

The participants each has their own experience in getting help from the Japanese and one of them was from the Japanese own intention and that experience is from Tania's. Tania explained about two situations, first was how she got help by an old lady when she dirtied her accidentally, without hesitating the old lady went to the nearest convenience store and bought her some tissues even though there was a language barrier between them and second on how she accidentally brought the wrong money and the Japanese themselves told her that it is ok to leave the bags first and you can get the right amount of money:

“Yes, I was waiting in front of a store. And my hands are dirty, an old lady gave some tissues to me. *Saat gk bisa bahasanya mereka tetap. Salah bawa uang dan mereka benar - benar suruh ambil duit dlu baru balik*”

Even though they felt the care of the Japanese, 2 of 3 participants had told that Japan is more of an individualist country rather than a collectivist. According to Grace and Agung even though they care in daily basis, still their needs are the one they prioritize.

The fact that all 3 participants had worked in the same company, Tania and Agung had felt more of a “We” in the company rather than me and Grace felt the opposite. Agung had share about that in his experience, he had felt that they rather get everyone gets equally than an individual get more:

“*Semua harus dapat dan contohnya seperti ketika salah satu berlibur, mereka akan bawa sesuatu dari liburanya dan mereka bakal berbagi – bagi ke rekan kerja lainnya apa yang telah dirasakanya. Lebih mendukung ke sesama lain*”

According to Graces experience, she felt that while working in karaksa, everyone doesn't share the necessary information to each

other in order to get a better result for the workplace and most of them only share a bit but not all:

“Everyone doesn’t share the necessary information to each other in order to get a better result for the workplace and most of them only share a bit but not all”.

From the indicators of Hofstede's analysis, the response from the participants has been concluded according to the indicators. From the interview above, the table below is the summary of the results and the answers of all the participants' responses:

Name	Power Distance	Masculinity	Uncertainty Avoidance	Long Term Orientation	Individualism
Hofstede's Analysis	54 (Normal)	95 (Masculine)	92 (High)	88 (Long term)	46 (Balance)
Agung Tri Laksono	Hierarchical Welcome (Tourists) Equal (Local)	Equal Competitive	Open minded (Innovation) Rigid (beliefs) Well Prepared	Long term	Individual
Tania Tanureja	Hierarchical Welcome (Tourists) Equal (Local)	Equal	Open minded (Innovation) Rigid (beliefs) Well Prepared	Long term	Collectivist

Nielyn Grace Saayo	Hierarchical Welcome (Tourists) Discrimination (Local)	Male Prior Competitive	Open minded (Innovation) Rigid (beliefs) Well Prepared	Long term	Individual
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Table 4.5.2 Japans Participant Responses

4.6 Comparison that effects the service style

	Dubai	Japan
5 Culture indicator hofstedes		
A. Power distance	Wider	Balance
B. Masculinity	<ul style="list-style-type: none"> • Prioritises womens (Rules and Regulations) • Balanced in Daily Activities 	<ul style="list-style-type: none"> • Prioritises mens (Business and opportunities) • Balanced in daily activities
C. uncertainty avoidance	<ul style="list-style-type: none"> • Open minded (Innovations) • Rigid (Beliefs and new practices) • Not well prepared (Disasters) 	<ul style="list-style-type: none"> • Receives and filtered in to its own (Innovations) • Welcomes and respects (Beliefs and new practices) • Well Prepared (Disasters)
D. long term orientation	<ul style="list-style-type: none"> • Less since more Expatriates • Culture have a huge impact 	<ul style="list-style-type: none"> • Culture and etiquette have a huge impact • Long term thoughts and plans • Quality of life is preffered
E. Individualism	<ul style="list-style-type: none"> • Balance 	<ul style="list-style-type: none"> • Collectivist
Service style		
A. Effects of Culture	<ul style="list-style-type: none"> • Affected by the majority of the population 	<ul style="list-style-type: none"> • Applied in all aspects • Culture and etiquette is mandatory
B. Daily basis	<ul style="list-style-type: none"> • Affected by the majority of the population • Tourists must follow the phenomenon 	<ul style="list-style-type: none"> • Has become a form of daily base greetings and etiquette • Tourists must follow the practice.

Table 4.6 Comparison of the Culture and the Service style