

**Ecole des Hautes Etudes Commerciales**

**HEC Alger**

**Thesis Submitted in Partial Fulfillment of the Requirement**

**For Master's Degree in Commercoam Sciences**

**Major : International Affaires**

**Subject:**

**The influence of Attitude and Culture on the  
Employee's Professional Life in Today's  
Organisations**

**Case study : Sheraton Hotel Algiers**

**Submitted by :**

**Mr. Youcef BOUNEDJAR**

**Supervised by :**

**Pr. Farah RAHAL**

**Professor at EHEC Algiers**

**10<sup>th</sup> promotion**

**June 2023**



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## Thanks

As I reflect upon the journey I have embarked upon, I cannot help but feel overwhelmed with gratitude for the incredible impact that my school years have had on my life. To my dear teachers notably the international affairs teachers, You have sparked curiosity within me and inspired me to reach for the stars. you have been my mentors and my champions. I especially thank Mr. Kadi for being Passionate, Mr. Ouachrine for being iconic and not to forget our treasured Miss Farah Rahal who brought and energetic and inspiring energy that let everybody look forward to her class, and I thank her for supervising my thesis and making this project easier and better, in retrospect, I would also like to thank my internship supervisor Ms. Kenza Boudjemaa who has been very helpful to my work.

last and not least, To Kamil, Yazid, Saleh, Lina and Amine, For all the unforgettable moments we had together, for the risky endeavors we set upon, for the laughter we shared and the feelings we went through, I thank you, my friends, my partners in crime. and to quote famous philosopher and street poet Drake :  
“Tables turn, Bridges burn, You live and learn”.

## **Dedications**

I would like to dedicate this work to my parents, who are the reason why I am arrived here today, they were always there in my darkest hours and held my hand and guided me through my school's journey, to my mom for being my first and best teacher and how she believed in me when no one did, and to my father who was the study partner everybody would wish for and was there when I needed him, pushed me through my limits and I'm honored having studied with him.

## **Abstract**

In today's globalized and diverse organizations, the role of attitude and culture has become increasingly important. While organizational culture and attitudes can have significant impact on employee's behavior and performance, there are several challenges in effectively managing and leveraging them.

This thesis investigates the influence of attitude and culture on the life of an individual and the role that it can play inside and outside today's organizations. The purpose of the thesis is to gain insight on the subject of attitude and culture and its significance both in the life of today's employee and on the management and leadership of today's organizations. We will endeavor to investigate the importance of cultivating a positive attitude and the consequences of yielding to a negative attitude. We will also discuss why attitude not only can influence the firm's progress but also the external image and advancement of the organization as well, and why also culture plays a pivotal role in any institution.

**Keywords** : Positive and negative attitude, Culture, Employee's behavior

## **Résumé**

Dans les organisations mondialisées et diversifiées d'aujourd'hui, le rôle de l'attitude et de la culture sont devenues de plus en plus important. Bien que la culture et les attitudes organisationnelles puissent avoir un impact significatif sur le comportement et les performances des employés, il existe plusieurs défis pour les gérer et exploiter efficacement.

Cette thèse étudie l'influence de l'attitude et de la culture sur la vie d'un individu et le rôle qu'elle peut jouer à l'intérieur et à l'extérieur des organisations d'aujourd'hui. Le but de la thèse est de mieux comprendre le sujet de l'attitude et de la culture et son importance à la fois dans la vie de l'employé d'aujourd'hui et sur la gestion et le leadership des organisations d'aujourd'hui. Nous nous efforcerons d'étudier l'importance de cultiver une attitude positive et les conséquences de céder à une attitude négative. Nous discuterons également des raisons pour lesquelles l'attitude peut non seulement influencer les progrès de l'entreprise, mais également l'image externe et l'avancement de l'organisation, et pourquoi la culture joue également un rôle central dans toute institution

**Mots clés** : Attitudes positive et negative, Culture, Comportement des employés.

## ملخص

في المنظمات المعولمة والمتنوعة اليوم ، أصبح دور الموقف والثقافة مهمًا بشكل متزايد. في حين أن الثقافة والمواقف التنظيمية يمكن أن يكون لها تأثير كبير على سلوك الموظف وأدائه ، إلا أن هناك العديد من التحديات في إدارتها والاستفادة منها بفعالية.

تبحث هذه الأطروحة في تأثير الموقف والثقافة على حياة الفرد والدور الذي يمكن أن يلعبه داخل وخارج مؤسسات اليوم. الغرض من الأطروحة هو اكتساب نظرة ثاقبة حول موضوع الموقف والثقافة وأهميته في كل من حياة موظف اليوم وإدارة وقيادة مؤسسات اليوم. سأسعى للتحقيق في أهمية تنمية موقف إيجابي وعواقب الاستسلام للموقف السلبي. سأناقش أيضًا لماذا لا يؤثر الموقف على تقدم الشركة فحسب ، بل يؤثر أيضًا على الصورة الخارجية للمؤسسة وتقدمها ، ولماذا تلعب الثقافة أيضًا دورًا محوريًا في أي مؤسسة.

**كلمات مفتاحية** : موقف إيجابي و سلبي ، الثقافة ، سلوك الموظف.

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**General  
Introduction**

# General Introduction

## General introduction

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Attitude and culture play significant roles in shaping the professional lives of employees in the workplace. Attitudes, which are a person's evaluation or feelings toward an object, person, or situation, can impact how employees perceive and respond to their work environment, job tasks, and interactions with colleagues and supervisors. Additionally, culture, defined as the shared beliefs, values, norms, and behaviors of a group, can influence employees' attitudes towards work and shape their professional behaviors.

In today's globalized and diverse work environments, understanding the influence of attitude and culture on employees' professional lives is crucial for organizations and managers. Organizational success depends on fostering a positive work environment where employees' attitudes and cultural differences are considered and managed effectively. Therefore, this dissertation aims to explore the influence of attitude and culture on employees' professional lives, examining how these factors can impact their work-related attitudes, behaviors, and outcomes.

This dissertation will draw on relevant theories and empirical research from the fields of psychology, organizational behavior, and cross-cultural management to examine the complex relationship between attitude, culture, and employees' professional lives. It will critically review the existing literature, identify gaps or controversies, and contribute to the understanding of how attitudes and culture intersect and impact various aspects of employees' professional lives.

The research will also explore how attitudes towards work, job satisfaction, engagement, motivation, performance and leadership may be influenced by cultural factors, such as individualism vs. collectivism, power distance, and uncertainty avoidance, among others. Additionally, the dissertation will investigate how cultural norms and values shape employees'

## General introduction

behaviors in the workplace, such as communication styles, decision-making processes, and leadership preferences. It will also consider the role of organizational culture in shaping employees' attitudes and behaviors, and how organizations can effectively manage and leverage attitudes and culture to enhance employee well-being and organizational performance.

By exploring the influence of attitude and culture on employees' professional lives, this dissertation will contribute to the literature on organizational behavior, cross-cultural management, and human resource management. It will provide insights and recommendations for organizations and managers to create a positive work environment that promotes employee well-being, engagement, and performance in diverse cultural contexts. Overall, this research will shed light on the complex interplay between attitude, culture, and employees' professional lives, providing a deeper understanding of how these factors shape the modern workplace.

Accordingly our initial problematic is the following: how far does attitude and culture impact today's employee on an organizational and personal level?

- 1- H1 : A positive organizational culture can lead to increased employee satisfaction, motivation, and productivity.**
  
- 2- H2 : The importance of culture in business is often overemphasized, and it may not have a significant impact on organizational performance.**
  
- 3- H3 : A negative attitude among employees may not have a significant impact on organizational performance, as long as the employees are able to perform their job responsibilities effectively.**

## General introduction

We have structured this work in two main parts: a theoretical part and a practical part.

The theoretical part will be composed of two chapters; the first chapter will dive into Attitude in business, in my problem formulation pertaining to the subject under study; we'll attempt to address the following questions:

1. What is it that makes attitude an interesting topic of my research?
2. What is the significance of the subject of attitude and for whom?
3. What are some possible causes of a negative attitude in an individual?
4. Besides attitude, what are the other factors that play a significant role for individual and organizational success?
5. What is the role of attitude in leadership today?
6. Why does it seem as though a number of people underestimate the importance of attitude?

In the second chapter we will cover the role of culture in an organization and cover the following questions :

1. What is the meaning of Organizational Culture
2. How important is culture on an economic level
3. What is the relationship between culture and brand image
4. In what ways can an individual's cultural background impact their professional behavior and work ethic?
5. How can companies effectively address cultural differences and attitudes towards work to create a positive work environment?

## General introduction

In the practical part we will try to apply our given knowledge on our host company Sheraton Club des pins and understand how the hospitality sector is most sensitive to our subject's elements.

We've decided to use the abduction method in the thesis research on the subject of attitude and culture. Put across by Charles Peirce (1839-1914), the founder of pragmatism and one of America's scientists and philosophers, abduction is a method that can assist in minimizing the uncertainties and difficulties with using examples and bullet points associated with research work thereby leading to an increase in the knowledge on the subject. I believe that this method will enable the reader to consequently gain

more insight on the theme of attitude. According to Peirce, the explanatory content of theories can be reached with the help of abduction. Abduction is a method of reasoning in which one opts for the hypothesis that would best explain the relevant evidence in the field of research.


Abductive reasoning emanates from a set of accepted facts and infers their best explanations. It can also be used to refer to the production of hypotheses in a bid to explain certain observations or conclusions. With the help of this approach therefore, we will deal with the subject of attitude and culture by tracking its impact on people and will leave it to the reader to finally make his or her final judgment on the importance of the subject matter.

As for the practical part we will expand on the ideas of chapter one and chapter two by conducting a Qualitative study and it will be consolidated by an empirical research, The role of the the study will be to bring about an increase in understanding about attitude and culture in general. In our opinion, both components will contribute to shading more light on the subject matter.

We'll conduct the empirical study by interviewing one executive and one employee in the hotel industry. Thus, we'll interview two executives at the Sheraton club des pins Hotel, which both know the ins and outs on how to run their staff and hotel clientele.

## **General introduction**

We will also be conducting a questionnaire on the hotel staff about their general attitudes and their feelings about on the company's culture that will enlighten us on how Sheraton deals with our subject's axes.



## Chapter 1 : Attitude in business

**Section 1** : Positive attitude

**Section 2** : Negative attitude

**Section 3** : The influence of attitude

## Chapter 1 : Attitude in business

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### Introduction of the chapter

Attitude plays a crucial role in the world of business. It encompasses the beliefs, feelings, and behaviors that individuals bring to their professional interactions, and it can significantly impact their success in the workplace. A positive attitude can foster collaboration, creativity, and productivity, while a negative attitude can hinder communication, motivation, and teamwork.

“Does an employee’s attitude really have any impact on those around and the organization at large?” asked one student.

“I think that as long as the employee can do the job, attitude should not be a big deal?” responded the other student during a casual talk at a lunch break.

These are the two most remarkable questions that I heard one student ask his colleague and they have lingered on my mind ever since then. Pondering over these questions coupled with my recent experience at the Sheraton hotel has compelled me to do a study on the subject of attitude and its impact in and around a given organization. I view attitude as one of the necessary ingredients in enhancing successful leadership, be it at home, in an organization, at school, in the sports arena and the progress of any organization.

I presume to a certain extent that attitude can be associated to some of the common problems that may weaken the effectiveness of teamwork in an organization. I suppose that negative attitudes have a way of being contagious by spreading faster than good ones. If I may use the analogy of the basket of apples in relation to negative attitudes, one rotten apple left unattended to, may eventually affect the rest of the apples by making them rotten too. Of course, I’m not suggesting that an employee with a stinking attitude should be gotten rid of but rather find a better approach of dealing with such a person. This is so, because I believe that there is always room for improvement and anyone can become better in any area if that person decides to do so. However, such a person should not be ignored hoping that things will automatically get better in the sweet by and by.

## Section 1 : Positive attitude in business

Positive attitudes refer to a set of optimistic, constructive, and proactive thoughts, emotions, and behaviors that help individuals approach life with a positive outlook, an individual with such tendencies can be described as a winner. Positive attitudes are characterized by a mindset that focuses on possibilities, solutions, and opportunities, rather than problems, limitations, and obstacles. These kinds of attitudes tend to spread faster and more effectively than negative ones. Developing a positive attitude can be a crucial factor to any employee.

### 1. Definition

In his book, *The Winning Attitude*, John C. Maxwell (1995) defines attitude as an inward feeling expressed by behavior. That is one of the reasons an attitude can be seen without a word being said. He is of the view that of all the things we wear, our expression is the most important. In his amplified definition of the term attitude, he forwards the following on the subject:

Attitude ...

It is the “advanced man” of our true selves.

Its roots are inward but its fruit is outward.

It’s our best friend or our worst enemy.

It is more honest and more consistent than our words.

It is the librarian of our past.

It is the speaker of our present.

is the prophet of our future.<sup>1</sup>

## Chapter 1 : Attitude in business

Figure 1: Two men having different attitudes on life



Source : [www.dreamstime.com/couple-men-discussing-to-each-other-having-different-points](http://www.dreamstime.com/couple-men-discussing-to-each-other-having-different-points) 2017

**Comment :** in this figure, we can see two different individuals might perceive a situation depending on their attitudes, the man in the white shirt describes the day to be cloudy, while the man in the blue shirt describes it to be sunny, attitude can come a long way in shaping people's perceptions<sup>2</sup>

### 2. An Attitude Compounds When Exposed to Others

In his book "Attitude 101: What Every Leader Needs To Know", Maxwell, John C. (2003) states that Attitudes are not formed in isolation, but rather are influenced and shaped by various factors,

## Chapter 1 : Attitude in business

including the attitudes of others. When individuals are exposed to the attitudes of those around them, whether it's their colleagues, managers, customers, or other stakeholders, their own attitudes can be compounded or reinforced. This phenomenon is known as attitude contagion or attitude amplification.

In the business context, attitude contagion can have significant implications. For example, if a positive attitude is prevalent among team members, it can create a favorable work environment where collaboration, innovation, and motivation thrive. On the other hand, if negative attitudes such as cynicism, pessimism, or hostility prevail, it can create a toxic work culture that hampers productivity, teamwork, and employee well-being.

Attitudes can be contagious through various mechanisms. Social interaction, communication, and observation of others' behaviors can influence how individuals perceive and adopt attitudes. For instance, when employees observe their leaders demonstrating a positive attitude, it can serve as a role model and influence their own attitudes. Similarly, positive interactions and feedback from colleagues can reinforce positive attitudes, while negative interactions or criticism can exacerbate negative attitudes.

Moreover, attitudes can also be influenced by social norms, group dynamics, and organizational culture. If a particular attitude is perceived as the norm or expectation within a group or organization, individuals may conform to it to fit in or be accepted. This can lead to the compounding of attitudes as they are reinforced and perpetuated within the social context.

It's important for individuals and organizations to recognize the power of attitude contagion in the business environment. By fostering a positive attitude and creating a supportive and inclusive culture, organizations can promote a virtuous cycle where positive attitudes are amplified and contribute to a healthy work environment. Therefore, understanding the role of attitudes and their potential compounding effects when exposed to others is crucial for promoting a positive and productive business environment.

several things that are not contagious on a team, that is to say; talent, experience, and willingness to practice. But you can be sure of this one thing that attitude is catching. He emphasizes that

<sup>1</sup> <https://www.scienceofrunning.com/2017/05/the-roger-bannister-effect-the-myth-of-the-psychological-breakthrough>

## Chapter 1 : Attitude in business

when someone on the team is teachable and his humility is rewarded by improvement, others are more likely to show similar characteristics. He goes on to say that when a leader is upbeat in the face of discouraging circumstances; others admire that quality and want to be like him or her. When a team member displays a strong work ethic and begins to have a positive impact, others emulate him. People become inspired by their leader. He emphasizes the fact that people have a tendency to adopt the attitudes of those they spend time with—to pick up on their mind-sets, beliefs, and approaches to challenges.

by giving an interesting account of Roger Bannister as an inspiring example of how attitudes “compound”. During the first half of the twentieth century, many sports experts believed that no runner could run a mile in less than four minutes. And for a long time they were right. But then on May 6, 1954, British runner and university student Roger Bannister ran a mile in 3 minutes 59.4 seconds during a contest in Oxford. Australian John Landy also broke the four minute barrier. Suddenly there after, dozens and then hundreds of others broke the record. Why? Because the best runners’ attitudes changed as they began to take on the mind-sets and beliefs of their peers, Bannister’s attitude and actions compounded when exposed to others. His attitude spread. Every world-class runner who competes at that distance can run a mile in less than four minutes today. Attitudes are contagious!<sup>1</sup>

### 3. The Winner’s Attitude

In their book, *The Winner’s attitude; Change How You Deal with Difficult People and Get the Best Out of Any Situation*, authors Jeff Gee and Val Gee (2006) point out that the secret to a happy life is inside your head. You never have to be at the mercy of things or people anymore to achieve happiness. You have the answer within, and it is your choice to make the Attitude Switch to become the amazing you. They argue that how you live your life is a decision—a choice that begins in your brain. Once you realize it is your choice, amazing things happen. You can choose to be at war or at peace in your life. In the moment between what someone says and your reaction to it, switching to a positive attitude allows you to take a different course, to fire off different synapses and soar in a new direction.

## Chapter 1 : Attitude in business

Figure 2 : The winner's attitude displayed



Source : <https://www.gettyimages.dk/illustrations/earn-money>

The Winner's Attitude in a professional manner refers to a mindset and set of behaviors that are conducive to success in the workplace. It involves having a positive and proactive approach towards work, challenges, and opportunities, as well as demonstrating certain qualities and behaviors that contribute to professional success. Here are some key aspects of The Winner's Attitude in a professional manner:

- 1- **Positive mindset:** Winners in a professional setting maintain a positive attitude towards their work, colleagues, and challenges. They approach situations with optimism, seek

solutions, and focus on possibilities rather than dwelling on problems. They believe in their own abilities and maintain a "can-do" attitude even in the face of difficulties.

- 2- **Proactive approach:** Winners take initiative and demonstrate a proactive approach towards their work. They are self-motivated, take ownership of their responsibilities, and show willingness to go the extra mile to achieve their goals. They take charge of their professional development, seek feedback, and continuously strive for improvement.
  
- 3- **Resilience and perseverance:** Winners understand that setbacks and failures are part of the professional journey. They exhibit resilience and perseverance, bouncing back from challenges and setbacks with determination and a positive mindset. They learn from failures and use them as opportunities for growth and development.
  
- 4- **Professionalism:** Winners exhibit professionalism in their interactions with colleagues, clients, and stakeholders. They are reliable, punctual, and meet their commitments. They maintain a high level of integrity, ethics, and professionalism in their work, communication, and relationships.
  
- 5- **Teamwork and collaboration:** Winners understand the value of teamwork and collaboration in the workplace. They actively contribute to a positive team culture, respect and support their colleagues, and strive for a win-win approach. They communicate effectively, listen attentively, and contribute their skills and knowledge to achieve common goals.
  
- 6- **Continuous learning:** Winners have a growth mindset and embrace continuous learning. They seek opportunities to expand their skills, knowledge, and expertise. They are open

## Chapter 1 : Attitude in business

to feedback, seek constructive criticism, and are willing to learn from others. They stay updated with industry trends, technological advancements, and relevant information to stay ahead in their profession.

- 7- **Adaptability and flexibility:** Winners are adaptable and flexible in their approach to work. They are open to change, can navigate ambiguity, and are willing to step out of their comfort zone to embrace new challenges and opportunities. They are agile and resilient in the face of changing work environments and evolving business landscapes.

In summary, The Winner's Attitude in a professional manner involves maintaining a positive mindset, taking a proactive approach, demonstrating resilience and professionalism, fostering teamwork and collaboration, embracing continuous learning, and being adaptable and flexible in the workplace. Cultivating and embodying these qualities can contribute to success and achievement in one's professional endeavors.

### Section 2 : Negative Attitude In Business

Negative attitudes refer to a set of pessimistic, cynical, and defeatist thoughts, emotions, and behaviors that can hinder individuals' ability to achieve their goals and improve their well-being. Negative attitudes are characterized by a mindset that focuses on problems, limitations, and obstacles, rather than possibilities, solutions, and opportunities. Negative attitudes can develop from various sources, such as fear, excuses, avoidance of pain and lack of goals. Overcoming negative attitudes requires a conscious effort to challenge negative thinking patterns, cultivate positive emotions, and practice resilience and self-compassion and it is critical for management to find solutions for employees with said emotions.

## 1. Negative Attitude – The Success Blocker

In his book “Pivot: How One Simple Turn in Attitude Can Lead to Success” by Dr. Zimmerman (2006), He conveys that a negative attitude can have detrimental effects on a business in several ways:

- **TM Decreased productivity:** Negative attitudes among employees can lead to decreased productivity. When employees have a negative mindset, it can affect their motivation, engagement, and overall work performance. They may become disinterested, cynical, and less likely to go the extra mile to achieve business goals. This can result in missed deadlines, lower quality of work, and reduced overall productivity, which can negatively impact the business's performance.
- **Poor teamwork and collaboration:** A negative attitude can also hamper teamwork and collaboration among employees. When there is a negative atmosphere in the workplace, it can lead to conflicts, lack of communication, and a breakdown of teamwork. Employees may be less likely to share ideas, collaborate on projects, and support each other, which can hinder the business's ability to innovate and respond to challenges effectively.
- **High turnover and talent loss:** Negative attitudes can also contribute to high turnover rates in a business. Employees who consistently experience a negative work environment may become dissatisfied and seek opportunities elsewhere, leading to increased employee turnover. Losing talent can be costly for a business in terms of recruitment, training, and lost expertise. It can also negatively impact team morale and disrupt business operations.
- **Poor customer service:** A negative attitude among employees can also affect customer service. Employees with negative attitudes may lack the enthusiasm and motivation to provide

## Chapter 1 : Attitude in business

excellent customer service, leading to a decline in customer satisfaction and loyalty. Negative interactions with customers can also damage the business's reputation, leading to loss of customers and potential negative word-of-mouth.

- **Missed opportunities for growth:** Negative attitudes can also hinder a business's ability to seize opportunities for growth and expansion.

A negative mindset may prevent employees from being open to change, taking risks, or pursuing new ideas, which can hinder the business's ability to innovate and adapt to market demands. This can result in missed opportunities for growth and development in a competitive business landscape.

In summary, a negative attitude among employees can have various adverse effects on a business, including decreased productivity, poor teamwork, high turnover, poor customer service, missed opportunities for growth, and a negative impact on company culture. It is crucial for businesses to foster a positive work environment, promote a positive attitude among employees, and address any negative attitudes promptly to ensure the success and sustainability of the business.

### 2. Negative Attitude Possible Causes

Dr. Zimmerman (2006) asserts that the end result of nursing negativity is that we wind up with millions of people who never come close to using their full potential. Worse still, we end with millions of people who spend more time tearing themselves down than they do building themselves up. He believes that incidentally very few people are fully aware of the negativity in their lives and most of them have no idea how much damage they do to themselves by nursing the negative attitude. Owing to the fact that negativity comes in different forms, he argues that most people do not realize that they may be their own worst enemies. Dr. Zimmerman suggests

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that, excuses, fear, pain avoidance, bad habits, and lack of goals, among others, are some of the ways through which negativity may have infiltrated one's life or may be getting in the way of one's success. And negative Attitude Possible causes in depth are :

- **Excuses :** Although one's excuses may sound perfectly reasonable or even justifiable, Dr. Zimmerman maintains that making excuses is one of the ways through which one may be sabotaging himself or herself unknowingly. According to Zimmerman, someone who is good at making excuses is rarely good for anything else. He argues that the difference between winners and losers is the way they view their circumstances. Whereas losers use their circumstances as an excuse to give up, winners use their circumstances as a reason to get going and that's one of the reasons why some people become winners while others become losers in the same situation.

He proceeds by giving an account of Walt Disney, a man who decided to use his circumstances as a reason to work harder instead of excusing himself. From a tender age, Walt Disney was a dreamer who loved to dwell in the world of fantasy, entertainment, and cartoon. But his success as a cartoonist did not come easy; it took determination.

In his first attempt, Walt approached a Kansas City newspaper with his drawings and the editor responded, "These won't do. If I were you, I'd give up this work. From these sketches, it's obvious your talent lies elsewhere."

Nevertheless, despite of editor's negative consideration, Walt was determined to pursue his strong desire of becoming a cartoonist. Walt experienced rejection after rejection as he attempted other newspapers as well. With perseverance, he kept knocking on doors until he eventually was offered a job of drawing publicity material for churches.

Thereafter, Walt embarked on a studio search and all he could find was an old mouse-infested garage. However, while in that garage studio Walt continued to draw his cartoons and write. It was from that determined humble beginning that he eventually became world famous

Dr. Zimmerman suggests that under the circumstances, Walt could have developed a negative attitude as he had the opportunity of easily making the excuses for not pursuing his dream to be a

## Chapter 1 : Attitude in business

cartoonist. Nevertheless, Walt understood that someone who is good at making excuses is rarely good for anything else.

- **Fear** : According to Dr. Zimmerman, fear is another possible avenue through which someone may yield to negative attitudes. The fear of failure can stop you from fulfilling your goal. Author John Gardner once said, “One of the reasons mature people stop learning is that they become less and less willing to risk failure.” Zimmerman points out that although some of the fears are normal and healthy because they point out the dangers of life thereby by protecting someone from harm; a lot of people are burdened with abnormal fear that prevents them from living a full life or having a productive career. He also argues that abnormal fear can prohibit action as it hinders people from trying. Instead of making progress, abnormal fear encourages people to make excuses.

He maintains that sometimes people can get a glimpse of new opportunities and approaches to for instance, communication or management, but cannot dare to give it a try because they are stifled by the fear of failure. As Shakespeare once wrote, “Our fears do make us fail to try and gain the heights that are possible for us.”

Dr. Zimmerman suggests that the choice is yours; either allow fear to dominate your life or you can choose to dominate your fears.

- **Avoiding pain** : According to Dr. Zimmerman, an increasing desire to keep away from pain can be another avenue through which negative attitudes can find their way into one’s life. He argues that by someone thinking that a particular goal would be too hard to attain, is rather a “rational” attempt to avoid pain. Someone may not be willing to do what it takes to achieve a given goal simply because it may hurt. He agrees with the saying, “no pain, no gain.” Since most people do not want to experience any pain, they would rather give up on their goals. Dr. Zimmerman said, “People often refuse to do the things they have to do to get the results they want. Once again, negative attitudes block success.”

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He asserts that whereas some people get stuck in their old ways by refusing to do what needs to be done in order to achieve a given goal or number of goals, there are those who put things off instead of doing them immediately. While those with a negative mentality think it is too hard, people with a positive attitude understand that things worth having are worth the effort.

Taking physical fitness as an example, he suggests that at times you may have to do things you don't want to do, for instance, working out day after day whether you like it or not in order for you to build the body that you desire. He claims that whereas many people know they should change, and they are aware that those changes will bring about something far better than what they presently have, they are not willing to go through the pain and discomfort that is needed to get there. At times they keep on postponing doing the things they hate in order to create those things they love.

- **Lack of Goals** : According to Dr. Zimmerman, negative attitudes can hinder someone from setting goals. He views this as being disastrous because there is a clear connection between setting goals and higher achievement. By writing down goals, it helps give one's mind something to focus on which in turn enables the mind to go to work in achieving them.

Dr. Zimmerman maintains that if someone has a negative attitude, it has a tendency of showing up in that person's lack of goals. He argues also that one's lack of goals will lead to a lack of discipline as well. Concerning goals, he gives an example of how a goal can lead a person to set his or her alarm for 5 a.m., and motivates him or her to get out of bed and into the gym for morning exercise purposes.

According to Zimmerman, lack of goals leads to lack of wisdom. Hence those who lack goals will spend most of their time on activities that are tension relieving other than goal achieving. He suggests that if you want to be wildly successful, it is imperative to get rid of negative attitudes and engage in setting goals. In light of negative attitudes, he attests to the fact that most people do fail in life because they don't think the thoughts and do the things that will change their circumstances

Table 1 : Examples of negative attitudes possible causes

Excuses	“The reason I messed up the client’s chek-in is that there is too much pressure!”
Fear	“Whenever summer comes I get anxiety when I wake up to go to work”
Avoiding pain	“Today I woke up and remembered that festive season has started, I almost didn’t come to work!”
Lack of goals	“I think I’ll just do my job regularly this season, it’s too much work for excellency anyways”

Source : Established by us

**Comment :** We can see how the four reasons come up in a conversation with a colleague, we used the festive season as an example as many employees fear it, make excuses during it, try to avoid pain as much as possible and have no real vision to it.

### Section 3 : The Influence of Attitude

Attitude is a crucial factor that can significantly impact an individual's behavior, performance, and overall success. It can also influence the dynamics of a team and the culture of an organization. The power of attitude on a team cannot be overstated as a positive attitude can

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create a productive and collaborative work environment, whereas a negative attitude can lead to low morale and poor performance. Attitudes and organizations are closely interlinked as an organization's culture is often shaped by the collective attitudes of its employees. Finally, the attitude U-turn refers to the ability of individuals to change their attitudes and beliefs when presented with new information or experiences

### **1. The Power of Attitude on a Team**

According to John C. Maxwell (2003), people's attitudes have the power to lift up all tear down a team because attitude is always a player on the team. He argues that although good attitudes among

players do not guarantee a team's success, bad attitudes guarantee its failure. In *The Winner's Edge* Denis Waitley (1994) stated, "The real leaders in business, in the professional community, in education, in government, and in the home also seem to draw upon a special

cutting edge that separates them from the rest of society. The winner's edge is not in a gifted birth, in a high IQ, or in a talent. The winner's edge is in the attitude, not aptitude."<sup>7</sup>

Maxwell believes that unfortunately, too many people resist that notion and they want to believe that talent alone (or talent with experience) is enough. But plenty of talented teams out there never amount to anything because of the attitudes of their players. He gives a summary of the various attitudes that may impact a team that comprises of highly talented players as follows:



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other factor. Two people can have the same background and face the same situations, but experience very different outcomes. It's all about attitude, he asserts.

Unfortunately, many people have no idea how important attitude is. They don't realize that their positive or negative attitudes may be making or breaking them on or off the job. They may not even realize they have the "wrong" attitudes. Dr. Zimmerman asserts that one may think that this talk about attitude is a bunch of fluff. However, he exhibits a psychological evidence to back up his claims by presenting among others, a research from Dr. Martin Seligman. In his book, *Learned Optimism*, one of the important things that Dr. Seligman discovered was that attitude was a better predictor of one's success than IQ, grade point average, or almost any other factor. He discovered that people with negative attitudes get sick more often, are divorced more frequently, and they tend to raise kids who get involved in more trouble related situations.

In his research, Dr. Martin Seligman also found out that negative people even make less money. He presents a one long-term study of 1,500 people out of which 83 percent, in group A, chose their particular jobs with a belief of making a lot of money whereas group B which comprised of only 17 percent chose their jobs because they had positive attitudes towards those jobs. After twenty years had gone by, both groups had produced 101 millionaires. The most exciting thing about this study was that only one of those millionaires came out of group A and the rest came from group B. Another amazing fact was that more than 70 percent of these millionaires never went to college. In addition, more than 70 percent of those who became CEOs graduated in the bottom half of their class. Seligman concluded that what determined their altitudes in life were their attitudes rather than their aptitudes. He maintains in no uncertain terms that positive thinking is the characteristic of successful people

Zimmerman claims to find similar trends in all the audiences and organizations where he addresses and consults respectively. He always asks members of his audience to make a list of the words they would use to describe a winner and the list tends to be consistent regardless of the group and the first ten word on the list include attitude, enthusiasm, determination, motivation, confidence, optimism, dedication, happiness, balance and patience. According to Zimmerman, none of these qualities has anything to do with one's physical or mental ability, they all relate to attitude in some way or another.

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Although he is not a physician, Dr. Zimmerman states that he has had the privilege of working with some of the finest doctors in the world while doing his program for organizations such as Kettering Medical Center and the Mayo Clinic. Whereas his program centers on the mind, the medical doctors focus more on the body. Nevertheless, according to him, they both see the definite connection between the two: your attitudes affect your health. He argues that there is medical evidence that attitude can affect one's physical health. In a research done by Dr. Thomas Hackett, a Harvard psychiatrist, it was found out that sick people who minimize the seriousness of their condition by emphasizing their optimism, hope, trust, and humor have higher survival rates than those who embrace worry as a chronic syndrome. He said, "Sometimes the best medicine is in your head... a positive attitude has a life saving effect."

Zimmerman maintains that attitudes have a definite biochemical effect on the body. An attitude of defeat or panic applies pressure on the blood vessels and has a debilitating effect on the entire endocrine system. On the contrary, an attitude of confidence and determination activates compassionate, therapeutic secretion in the brain.

According to a research carried out by Dr. James Strain, the director of Behavioral Medicine and Consultation Psychiatry at Mount Sinai Hospital, a positive attitude can help in the prevention and also in the recovery from disease. This was discovered after making a comparison of pessimistic men with optimistic men who had experienced heart attacks. It was revealed that while twenty-one men died within eight years of the heart attack in the first group of twenty-five pessimists, only six of the twenty-five optimistic men died in that time.

Dr Zimmerman strikes the difference between negative attitude and positive attitude as follows:

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Table 3 : Winner attitude vs. Loser attitude

The winner is always part of the answer	The loser is always part of the problem
The winner always has a program	The loser always has an excuse
The winner says, "Let me help you"	The loser says "that is not my job"
The winner sees an answer for every problem	The loser always sees the problem in every answer
The winner says "it may be difficult but it is possible"	The loser says "it may be possible but it's too difficult"

From the book Pivot : How One Turn in Attitude can Lead to Success, Dr. Alan Zimmerman (2006) p 128

**Comment :** We can see in this table how A winner ( a person with a positive attitude) differs from a loser ( a person with a negative attitude) in the terms of Problem-solving and Goals

### 3. Understanding the impact of Attitude

In his book "Attitude Is Everything", Keith Harrell (2003) emphasizes the fact that it is imperative to manage and control the quality of one's life through the influence of a positive attitude. According to Harrell, attitude can be viewed as the foundation and support of everything we do; a key element in the process of controlling one's destiny and attaining mastery in one's personal and professional life. For anyone who desires a positive attitude, there is going to be a need to be committed enough to cultivate it. He says that "the most valuable asset you can

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possess is a positive attitude toward your life.” He argues that if a person changes his thinking, he can change

his beliefs. He further believes that by changing one’s beliefs, then that person can change his actions. And finally by changing one’s actions, then that person can change his life.

Harrell maintains that your attitude has the ability to influence your entire personal and professional life. According to him, what we think about the most has the ability to influence the way we feel, thereby influencing our attitude. He believes that we are constantly heading in the direction of our dominant thought life, that is to say, healthy and positive thoughts propel us into developing a positive attitude and the reverse is true where unhealthy and negative thoughts are concerned. Harrell asserts that attitude is one’s perception of life which could either be a failure-reinforcing perspective or a success-reinforcing perspective. Attitude can be viewed as the means through which a person can attain a given level of performance in, all that he or she does, which could either be constructive or destructive. A person’s attitude can either be a powerful means for positive action –or can stifle one’s ability to fulfill his or her potential.

Harrell argues that although we cannot control the circumstances that befall us, we can decide to choose how we respond to those circumstances. While people with a positive attitude are influenced by what goes on within them, those with a negative attitude are influenced by what goes on around them. He mentions that one of the ways our circumstances can be improved upon is by improving our response to them.

Harrell reports that according to Martin Seligman, a noted psychologist at the University of Pennsylvania, optimists (individuals with positive attitudes) are more successful than similarly talented people with pessimistic or negative attitudes. His research also shows that negative attitudes can be changed to positive attitudes. Seligman’s research has revealed that our attitudes—positive or negative—can affect whether we succeed or fail in reaching our goals. In

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his book *Learned Optimism*, he offers empirical data where life insurance agents with optimistic attitudes had sold more policies than their pessimistic colleagues. In this research, pessimists blamed their failed sales efforts on themselves, which decreased their self-esteem and led to lower sales volumes. On the other hand, however, instead of the optimists taking the rejections personally, they had logical reasons to explain why prospects did not buy policies. Not only did the optimists sell 37 percent more policies as compared to their pessimist colleagues, but they also remained on the job longer. Whereas the optimists chose to search for specific remedies for their challenging situation, the pessimists put the blame on themselves that they were the reason for their poor performance. The pessimists continued to do the same old things the same old way, expecting different results thereby deteriorating their self-esteem to the extent that most of them quit their jobs in the end.

Harrell suggests that each of us can make a decision to change our negative attitude or improve upon our positive attitude. He argues that it is amazing how most people pay attention to having a health or dental checkup, or even periodically they take their vehicles for maintenance, and yet they ignore carrying out an attitude checkup. He further suggests that probably you need an attitude checkup if you haven't been getting what you want out of life, or perhaps people are not responding well to you.

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Figure 3 : Sisyphus rolling a bolder



Source : <https://stock.adobe.com/dz/images/sisyphus-greek-myth-rolling-a-rock-in-a-mountain/241666026>

**Comment :** In the painting shown above, we see Sisyphus, a character from Greek mythology who was condemned to push a boulder up a hill, only to have it roll back down and repeat the task for eternity. You might guess that Sisyphus must have a negative attitude towards being condemned to an eternity, Although Albert Camus (1942) argues that Sisyphus can be seen as a hero, because he refuses to give up in the face of his eternal punishment. He serves as a reminder that even in the face of seemingly insurmountable obstacles, we can find meaning and purpose in our lives. thus one must picture Sisyphus Happy and with a positive attitude.

### 4. Attitudes and Organizations

In his book *Attitudes In and Around Organizations*, Arthur P. Brief (1998) explores how the attitudes that people bring with them to the workplace (attitudinal baggage) have the ability to affect thoughts, feelings and actions in organizations. He also addresses the question about how the attitudes of those outside the organization—stockholders, customers, suppliers, governmental officials, and the public-at-large in which the firm operates—may affect the organization. To this

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group he also adds prospective employees and clients. He argues that the reasons as to why the management of an organization should pay attention about the attitudes of these various groups around it are more obvious. For instance

favorable organizational attitudes held by outsiders may enable the firm to charge premium prices to attract better-quality job applicants and to boost access to capital. The attitudes of those outside the organization matter, as suggested by Baron due to the following reasons:

1. Negative attitudes may force organizations to take costly actions in attempting to avoid being damaged. For example in light of the negative attitudes held by some environmental groups toward its disposable diaper product line, Proctor & Gamble produced and mailed pamphlets with such titles as “diapers and the environment” to 14 million households.
2. Positive attitudes may lead to organizations benefiting from sustained support. For example, satisfied customers increase purchases for those goods and services where volume discretion is possible, decrease their purchases much less sharply in the face of increasing prices, and less attentive to competitive.
3. Positive attitudes are associated with establishing implicit contracts, understandings and expectations that can be more efficient than explicit bargaining and contracting. For example, Barney and Hansen argue that goodwill, in the form of trustworthiness, can serve as a substitute for more costly means of governing economic exchange relationships such as that between a buyer and a seller of raw materials.

The organization’s brand equity, corporate reputation and goodwill are all factors that can be influenced by attitudes of outsiders. Arthur P. Brief suggests that owing to the fact that goodwill (i.e., the positive attitudes held by outsiders) appears to be linked to organizations avoiding costs and reaping benefits, one assumes that they engage in a lot of activities that are aimed at promoting goodwill.

● **Goodwill and Customer Satisfaction** : goodwill among customers, principally in the form of customer satisfaction, can be so attractive to an organization. He suggests that word of mouth is a potentially significant means of spreading goodwill (or negative attitudes) pertaining to a given

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organization. He believes that negative customer attitudes (at least in non monopolistic markets) can be expected to lead to a loss of business, whereas on the other hand, customer satisfaction promotes loyalty.

- **Employees Attitudes** : Arthur Brief agrees with Pugh , who, building on a study by Rafaeli and Sutton, asserted that the emotions employees express on their jobs are related to those they feel and, based on the research work by Hatfield et al, that customers “catch” these expressed feelings. He agrees with Pugh that these “caught” feelings influence customer perception of quality and satisfaction with service. He maintains that since feelings experienced at work are a sign of the effect of job satisfaction, in the same manner, feelings experienced by customers during a service encounter are the indicative of the sentimental component of their satisfaction with the service received. Therefore, the feelings to be addressed (moods and emotions) speak to the attitudes of employees and customers.

- **“Leaky” Attitudes** : Rafaeli and Sutton asserted that internal feelings exert a major impact on the display of the emotions at the place of work. According to Stenross & Kleinman, these displayed emotions or expressed behaviors include facial expressions, bodily gestures, tone of voice, and language. Ekman has revealed that particular experienced emotions are associated with certain universal and spontaneous facial expressions. His research shows that even when people try to hide or fake a particular emotion with their facial expressions, true emotions “leak” through. In a research done by Ambady and Rosenthal, it was revealed that although an organization’s display rules may order service workers to express positive emotions to customers, it should be predicted that at least sometimes, workers’ true feelings will leak through and be interpreted accurately by customers.

- **“Caught” Attitudes** : to climate for service researchers, one of the consequences of customers reading the job attitudes of service providers is that customers tend to adopt the attitudes expressed by the service workers they encounter(Schneider & Bowen). According to Hatfield (et al.), “emotional contagion” is “the tendency to automatically mimic and synchronize facial expressions, vocalizations, postures, and movements with those of another person and,

consequently to converge emotionally.” The essence with emotional contagion is the notion that through interaction with another person, for instance, a service provider, one catches that person’s feelings.

### **5. The Role of Attitude in leadership**

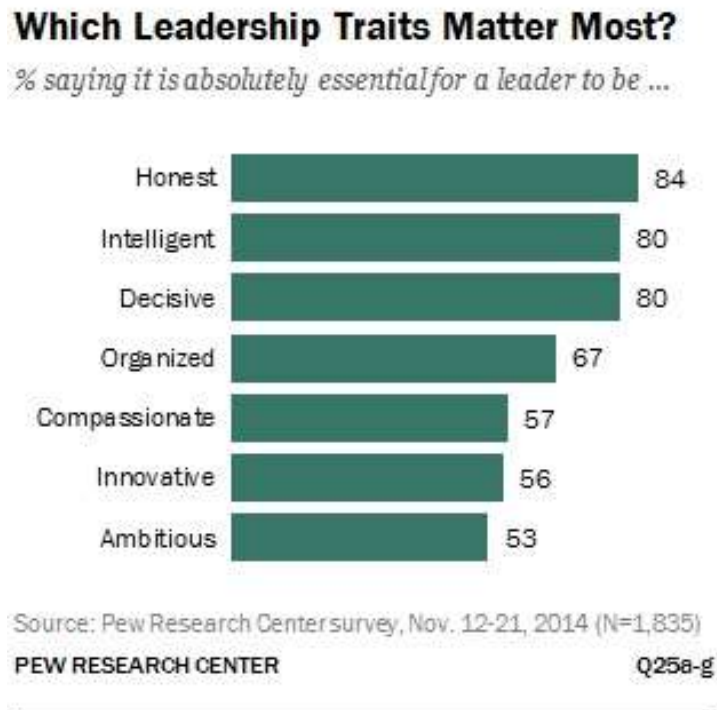
Leadership is such an extensive subject to deal with and leaders in today’s competitive business world are faced with a number of challenges in an attempt to establish a relatively ‘good-enough’ leadership style for their respective organizations. The phrase ‘good-enough’ is used in this context to refer to a leadership approach that avoids the extremes but rather embraces a balanced approach pertaining to management and the organization. By extreme, I mean that one does not claim a given method or style of leadership to be superior above all the rest thereby making the already existing ones appear to be inferior and inappropriate as this will tend towards absolutism.

In my opinion, the assumption that effective leadership is a result of special training is a myth. This is the belief that leaders are produced through special educational courses and training. It should be noted that there is nothing wrong with someone undergoing some form of educational training in the field of leadership. It is vitally important to note that true and effective leadership is not a technique, a method, a style or the acquisition of skills in the field of leadership. It is rather the manifestation of an attitude based on the knowledge of who you were born to be – your purpose. I think that your attitude about yourself has a tremendous impact on your daily life and whether you fulfill your central life purpose.

Among other things, I suppose that attitude is one of the essential aspects that need our attention in our attempt to ensure effective leadership in any sphere of influence, I’m not stressing attitude to be considered the one and only principle thing that ensures effective leadership. It is just one among other elements that when applied can lead to what I prefer to call a balanced way in the leadership arena.

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Figure 4 : Which leadership aspect matters most



Source : [www.pewresearch.org/social-trends/2015/01/14/chapter-2-what-makes-a-good-leader](http://www.pewresearch.org/social-trends/2015/01/14/chapter-2-what-makes-a-good-leader)

**Comment :** From the statistics shown above, When aptitude traits get compared to attitude traits in leaders, the biggest trait is an honest attitude with 84%, followed by compassionate and innovative and ambitious, whereas aptitude traits like intelligence is 80% appreciated by workers, followed by decisiveness and organized.

I presume that attitude can to a certain extent be associated to some of the common problems that may weaken the effectiveness of teamwork in an organization. I suppose that negative attitudes have a way of being contagious by spreading faster than good attitudes. Of course people are people and we should not be surprised when they make mistakes.

There is a possibility of adopting attitudes that can help a leader to keep on going to the next level in his or her career. Owing to the fact that attitude is a contagious phenomenon; it is probably every leader's desire that their team is catching the right one.

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With reference to the animal brain igniters forwarded by Jeff Gee and Val Gee (2006), I have personally encountered negative people to be judgmental and critical about everybody else around them. They are quick to identify mistakes and what should be done but they are not practical. In other words, they are hesitant to take action because they fear to take risks. They are never sociable people and they tend to isolate themselves from others for fear of being hurt. They tend to have no genuine friends because they are ever suspicious about being hurt. Their negative attitudes elude them from being grateful for other peoples' achievements and they ultimately end up being lonely, sour and depressed. They always find it difficult to realize any mistake with them because they are always right. This implies that they are very hard and complicated to help as they are not apt to teach and correct. As far as I'm concerned, there is nothing exciting about maintaining a negative attitude that's why I opt for cultivating a positive attitude.

Attitude can make or break you and the people you lead. It should be noted that although good attitudes on any given leadership team do not guarantee its success in its organizational endeavors, bad attitudes have the ability to mess up the leadership team in question. There is a possibility of adopting attitudes that can help a leader to keep on going to the next level in his or her career. Owing to the fact that attitude is a contagious phenomenon; it is probably every leader's desire that their team is catching the right one.

As a leader, it is not possible for you to keep on ignoring the various attitudes of the people you lead and expect to achieve success automatically. In light of the influence of attitude on team work according to John Maxwell, I believe that attitude can make or break you and the people you lead. It should be established that although good attitudes on any given leadership team do not guarantee its success in its organizational endeavors, bad attitudes— left unattended to— have the ability to mess up the leadership team in question. It is worth noting therefore that there are no shortcuts; everyone reaps what he/she sows whether good or bad.

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I believe that true leaders are distinguished by a unique mental attitude that springs from an internalized discovery of self, which in turn creates a strong positive and confident selfconcept and self-worth. Attitude has the ability to influence the entire life of a leader and it can control his or her response to life, danger, crises, disappointments, failures, challenges, and stress.

### **Conclusion of the chapter**

In conclusion, I suppose that attitude has a significant role it can play in today's organizations and it seems to have a direct impetus on both the private and professional life of an individual. Among other factors, I believe that attitude plays a significant role in effective leadership. Besides employees' skills and competence, I suppose attitude can help the leadership in an organization to be more effective especially where team work is concerned. Although positive attitude alone cannot guarantee success, negative attitude can have a major influence on one's failure to reach his or her full potential in any area of life.

Although, you may have all the good intentions towards achieving a given goal in life but until you step out and take action to bring it to fruition, it will not come to pass. As I pointed out earlier, I perceive that attitude alone may be envisaged as a statement or sentence in what might be referred to as a vocabulary. Therefore, in my opinion, there is a combination of vocabularies that can be mixed with attitude in order to attain success in any sphere. In other words, having a positive attitude alone in today's competitive world might not be adequate enough. Among other factors, culture, education, competence, skills, focus and hard work, are vital ingredients to accompany attitude with. Just like spices add taste to food, positive attitude adds taste to life. Remember, it is never too late to start making an attitude adjustment because the bend in a road is not necessarily the end of the road unless you fail to make a turn.





Chapter 2 :  
The Role of Culture  
In an Organization

**Section 1 :** The importance of workplace culture

**Section 2 :** The relationship between culture and brand image

**Section 3 :** The influence of culture

## Chapter 2 : The Role of culture in an organization

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### **Introduction of the chapter**

Culture plays a fundamental role in shaping the identity, behaviors, and performance of organizations. It serves as the collective beliefs, values, norms, attitudes, customs, and practices that shape the way people within an organization interact, communicate, and make decisions. Culture acts as a guiding force that influences the overall work environment, leadership style and employee behaviors. Understanding and effectively managing culture in an organization is crucial for its long-term success, as it impacts various aspects of organizational performance, including employee engagement, brand image, innovation, productivity, and overall organizational effectiveness.

In this chapter, we will delve into the multifaceted role of culture in organizations. We will explore the importance of workplace culture, the relationship between culture and brand image, the influence of culture on various aspects of organizational performance, and strategies for effectively managing culture in an organizational context. By understanding and leveraging the power of culture, organizations can achieve their strategic objectives.

## Section 1 : The Importance of workplace Culture

Workplace culture is essential as it shapes the attitudes, behaviors, and values of employees, affecting their job satisfaction, motivation, and productivity. A positive workplace culture promotes open communication, collaboration, and mutual respect, resulting in improved teamwork and employee engagement. A healthy workplace culture also supports diversity, inclusion, and innovation, allowing employees to bring their unique perspectives and skills to the table. Overall, workplace culture has a significant impact on organizational performance and employee well-being.

### 1. Defining workplace culture

Workplace culture refers to “the shared values, beliefs, norms, customs, and practices that shape the behavior, attitudes, and interactions of employees within an organization. It encompasses the collective mindset, behaviors, and social dynamics that define the work environment and influence how employees perceive and respond to their work, colleagues, and organizational objectives” (Denison, 1990)

Figure 5 : Components of a good workplace culture



## Chapter 2 : The Role of Culture in an Organization

Source : <https://www.zavvy.io/blog/company-culture-examples>

The workplace culture sets the tone for how employees perceive their work environment, interact with one another, and approach their tasks and responsibilities. A positive workplace culture fosters a sense of belonging, engagement, and motivation among employees, leading to higher levels of job satisfaction, productivity, and retention. On the other hand, a toxic or dysfunctional culture can breed negative behaviors, conflicts, and turnover, resulting in detrimental effects on organizational performance.

In his book "The Culture Code: The Secrets of Highly Successful Groups" by Daniel Coyle (2018), He elaborates that if a company has a workplace culture that values collaboration, open communication, and employee empowerment. In such a culture, employees are encouraged to share ideas, opinions, and feedback freely, and their contributions are valued and acknowledged. This culture may be reinforced through regular team meetings, cross-functional projects, and an open-door policy where employees feel comfortable expressing their thoughts and concerns to their managers and peers.

As a result of this culture, employees are likely to exhibit certain behaviors and attitudes, such as:

- **Communication:** Employees may feel comfortable expressing their opinions, asking questions, and providing feedback without fear of judgment. They may engage in transparent and honest communication, both vertically and horizontally, which promotes trust, accountability, and a healthy exchange of ideas.
- **Innovation and Creativity:** A positive workplace culture that encourages open communication and collaboration can foster innovation and creativity among employees. They

## Chapter 2 : The Role of Culture in an Organization

may feel empowered to think outside the box, challenge the status quo, and come up with new ideas and solutions to drive the organization forward.

- **Positive Attitudes:** A workplace culture that promotes mutual respect, appreciation, and recognition can cultivate positive attitudes among employees. They may exhibit a positive outlook, be supportive of their colleagues, and demonstrate a willingness to help and contribute to the overall success of the organization.

This example illustrates how workplace culture can shape the behavior and attitudes of employees, influencing their actions, interactions, and overall performance in alignment with the cultural values and norms of the organization.

### 2. **Impact of Workplace Culture on Employee Engagement and Job Satisfaction:**

Daniel Coyle explains that Workplace culture plays a crucial role in shaping the behavior, attitudes, and overall experience of employees within an organization. A positive and supportive culture can foster a conducive environment where employees feel motivated, empowered, and valued, leading to higher levels of employee engagement and job satisfaction.

a positive workplace culture promotes a sense of belonging among employees. When employees feel that they are part of a cohesive and inclusive culture, where they share common values, goals, and a sense of purpose, they are more likely to be engaged and satisfied with their job. A culture that promotes diversity, equity, and inclusion creates an environment where employees feel respected, valued, and appreciated for their unique perspectives and contributions. This sense of belonging fosters a positive emotional connection with the organization, leading to increased engagement and job satisfaction among employees.

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workplace culture influences employee engagement and job satisfaction through employee empowerment. A culture that encourages employee autonomy, involvement in decision-making, and recognizes their abilities can boost engagement. When employees are empowered to make decisions, take ownership of their work, and contribute their ideas and opinions, they feel valued and motivated. This sense of empowerment fosters a positive work environment where employees feel empowered to take initiative, be innovative, and make meaningful contributions.

recognition and appreciation are crucial elements of workplace culture that impact employee engagement and job satisfaction. A culture that acknowledges and rewards employee efforts, achievements, and contributions can significantly impact their overall experience at work. When employees receive regular , recognition, and rewards for their work, they feel appreciated and motivated to perform better. Recognition can come in various forms such as verbal praise, written feedback, or formal rewards and incentives. A culture that values and appreciates employee contributions fosters a positive work environment where employees feel recognized and valued.

Clear expectations and opportunities for growth are also essential aspects of workplace culture that influence employee career fulfillment. A culture that provides employees with clear expectations, and opportunities for career advancement and skill development can significantly impact their level of engagement. When employees understand their roles, have a sense of purpose, and see opportunities for growth and development, they are more likely to be motivated, engaged, and satisfied with their job. A culture that invests in employee development and provides avenues for career advancement fosters a positive work environment where employees feel supported in their professional growth.

Collaboration and teamwork are other critical aspects of workplace culture. A culture that promotes collaboration, teamwork, and a supportive work environment can foster serenity. When employees are encouraged to collaborate, share knowledge, and work towards common goals,

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they feel a sense of camaraderie and belonging. A collaborative culture fosters innovation, creativity, and shared learning, leading to increased employee performance.

Work-life balance is also a critical factor in workplace culture that influences job satisfaction. A culture that recognizes and supports work-life balance fosters a positive work environment where employees feel respected, valued, and supported in managing their work and personal responsibilities. When employees have flexibility in managing their work and personal commitments, and their well-being is valued, they are more likely to be engaged and satisfied with their job. A culture that promotes work-life balance shows that the organization cares about its employees' well-being, is a good workplace culture.

Trust is a fundamental aspect of workplace culture. A culture of trust, open communication, and transparency fosters a positive work environment where employees feel comfortable expressing their ideas, concerns, and feedback without fear of reprisal. When employees trust their organization and its leaders, and communication channels are open and transparent, it creates an environment where employees feel heard, valued, and respected. This fosters a culture of engagement, where employees are more likely to share their opinions, contribute their ideas, and collaborate towards organizational goals. Moreover, transparent communication also helps employees understand the rationale behind decisions, changes, and expectations, which reduces ambiguity and increases organizational performance.

In summary, A positive workplace culture that promotes a sense of belonging, empowers employees, recognizes and appreciates their contributions, provides clear expectations and growth opportunities, encourages collaboration, supports work-life balance, and fosters trust and communication, can create a conducive environment where employees feel motivated, engaged, and satisfied with their job. Organizations that prioritize building and maintaining a positive workplace culture are likely to experience higher levels of job satisfaction and organizational success.

## Section 2 : The Relationship between Culture and Brand Image

A brand's image reflects its personality, values, and reputation, which are communicated through its marketing messages, visual identity, and customer experiences. A brand that aligns with the cultural norms and values of its target audience is more likely to be perceived positively and build trust and loyalty among customers. Conversely, a brand that is perceived as culturally insensitive or out of touch may damage its image and lose market share. Therefore, understanding the cultural context and values of a target audience is crucial in developing a strong brand image that resonates with customers.

### 1. Brand image

"Brand image is the impression in the consumers' minds of a brand's total personality (real and imaginary qualities and shortcomings). It is a combination of tangible and intangible elements, such as the brand's name, logo, design, symbols, packaging, products, services, advertisements, and reputation, that create a perception and expectation in the consumers' minds. (Keller, K.L.1990 ).

Figure 6 : Attitudes associated with brand image



## Chapter 2 : The Role of Culture in an Organization

Source : <https://www.businessweekly.co.zw/brand-image-a-customers-perspective/>

The importance of brand image cannot be overstated in today's business landscape. A strong brand image is critical for organizations as it creates differentiation, influences consumer perception, builds brand equity, aids in brand recall and recognition, and helps manage reputation. A positive brand image can set an organization apart from competitors, shape consumer perceptions, build trust, loyalty, and advocacy, and provide a competitive advantage in the market. It can contribute to increased sales, customer retention, premium pricing power, and higher market share. Brand image is an intangible asset that requires careful cultivation and management, and organizations must invest in building and maintaining a positive brand image to achieve long-term success in today's competitive business environment.

K.L Keller states that Brand image is influenced by various factors that shape consumer perceptions and impressions about a particular brand. Some of the key factors that influence brand image include:

**Brand Identity:** This includes elements such as brand name, logo, design, symbols, and colors.

**Brand Reputation:** Brand reputation refers to the perception of the brand's overall standing, credibility, and trustworthiness in the market.

**Brand Values and Promises:** The values and promises that a brand represents and communicates to its consumers play a crucial role in shaping brand image.

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**Customer Experiences:** The experiences that consumers have with a brand, including their interactions with products, services, employees, and touchpoints, greatly impact brand image.

**Marketing and Communications:** The marketing and communications efforts of an organization, including advertising, public relations, social media, and other promotional activities, greatly influence brand image.

**Employee Behavior:** The behavior and actions of employees who represent the brand can also influence brand image. Employees who consistently embody the brand's values, mission, and promises in their interactions with customers and stakeholders can contribute to a positive brand image. On the other hand, negative employee behavior can harm brand image.

**Social and Cultural Context:** The social and cultural context in which a brand operates can also influence its image. Factors such as cultural norms, societal values, and consumer expectations can shape how a brand is perceived and positioned in the market.<sup>17</sup>

in summary, brand image is influenced by various factors such as brand identity, reputation, values, customer experiences, marketing and communications efforts, employee behavior, and social and cultural context. Organizations need to actively manage and cultivate these factors to shape a positive brand image that resonates with their target consumers and supports their overall business goals.

### 2. Alignment of Brand Image with Organizational Culture

In "Corporate Culture and Performance" by John P. Kotter and James L. Heskett (2011), they discuss that the relationship between organizational culture and brand image is a complex and multifaceted one, as both aspects play a significant role in shaping the perception and reputation of a company in the minds of its stakeholders. The way an organization's culture aligns with its brand image can greatly influence how the organization is perceived by the external world and can impact its overall success in the marketplace.

Organizational culture and brand image are interrelated as they collectively contribute to the overall identity and reputation of a company. A well-defined organizational culture that aligns with the intended brand image can have a positive impact on how the organization is perceived by its stakeholders. When the values, beliefs, and norms of an organization's culture are consistent with its brand image, it creates a sense of authenticity and credibility, which can enhance brand perception and reputation. For example, a company that prides itself on innovation and creativity in its brand image should also have a culture that fosters creativity, encourages risk-taking, and supports a collaborative and open-minded approach among its employees. Such alignment between organizational culture and brand image can help reinforce the intended brand perception and strengthen the brand image in the minds of customers, employees, and other stakeholders.

Furthermore, a positive alignment between organizational culture and brand image can also result in improved employee engagement and job satisfaction. When employees feel that the organization's culture aligns with the brand image, it creates a sense of purpose, meaning, and belonging. Employees are more likely to feel motivated, committed, and loyal to an organization that embodies the values and beliefs that are consistent with the brand image. They are also more likely to embrace and promote the brand image in their interactions with customers and other stakeholders, thereby reinforcing the brand perception in the external world.

## Chapter 2 : The Role of Culture in an Organization

On the other hand, a misalignment between organizational culture and brand image can have detrimental consequences for a company's reputation and brand perception. If the actual organizational culture of a company does not align with the brand image it portrays, it can result in a perceived lack of authenticity, credibility, and trustworthiness among stakeholders. For example, if a company claims to prioritize sustainability and environmental consciousness in its brand image, but its organizational culture reflects wasteful practices and disregard for the environment, it can create a disconnect and erode trust among customers and other stakeholders. Such misalignment can lead to a negative brand perception, which can harm the company's reputation and competitiveness in the market.

In addition, a misalignment between organizational culture and brand image can also lead to internal challenges within an organization. If employees perceive a gap between the organization's culture and brand image, it can result in disillusionment, demotivation, and reduced job satisfaction. Employees may feel that the organization's brand image is merely a façade that does not reflect the reality of their workplace culture, which can result in a lack of trust and loyalty towards the organization. This misalignment can also create confusion and inconsistency in how employees represent and promote the brand externally, leading to mixed messages and a weakened brand perception in the minds of customers and other stakeholders.

To further understand John P. Kotter and James L. Heskett, we will give two examples of organizations with strong alignment between culture and brand image:

**Google** : Google's culture is reflected in its brand image through its cutting-edge technology, fun and playful brand personality, employee-centric approach, focus on user experience, and commitment to diversity and inclusion. Google's brand image portrays the company as innovative, forward-thinking, and customer-centric, which aligns with its organizational culture that values creativity, empowerment, and user-centricity. The brand image also reflects Google's playful and approachable culture, with colorful and creative visual elements used in its logo,

## Chapter 2 : The Role of Culture in an Organization

doodles, and marketing materials. Additionally, Google's brand image highlights its employee-friendly policies, positive work environment, and commitment to diversity and inclusion, which are central to its organizational culture. This alignment between Google's culture and brand image reinforces its positive reputation as a leading technology company with a unique and impactful organizational culture.

**Starbucks :** Starbucks' culture is reflected in its brand image through its commitment to creating a welcoming and inclusive coffeehouse experience, emphasis on quality and sustainability, and focus on social responsibility. Starbucks' brand image portrays the company as a premium coffee brand with a cozy and inviting atmosphere, which aligns with its organizational culture that values a third place between home and work where people can gather, connect, and enjoy high-quality coffee. The brand image also reflects Starbucks' commitment to sustainability, with its eco-friendly initiatives, fair trade practices, and ethical sourcing of coffee beans, which are central to its culture of corporate social responsibility. Additionally, Starbucks' brand image highlights its dedication to the communities it serves, through its community engagement programs, support for local artisans, and philanthropic efforts, which are rooted in its culture of social responsibility. This alignment between Starbucks' culture and brand image reinforces its reputation as a socially conscious and community-oriented coffee brand.

In summary, the relationship between organizational culture and brand image is a critical one that significantly impacts the perception, reputation, and success of a company. When there is a positive alignment between the two, it can reinforce the intended brand perception.

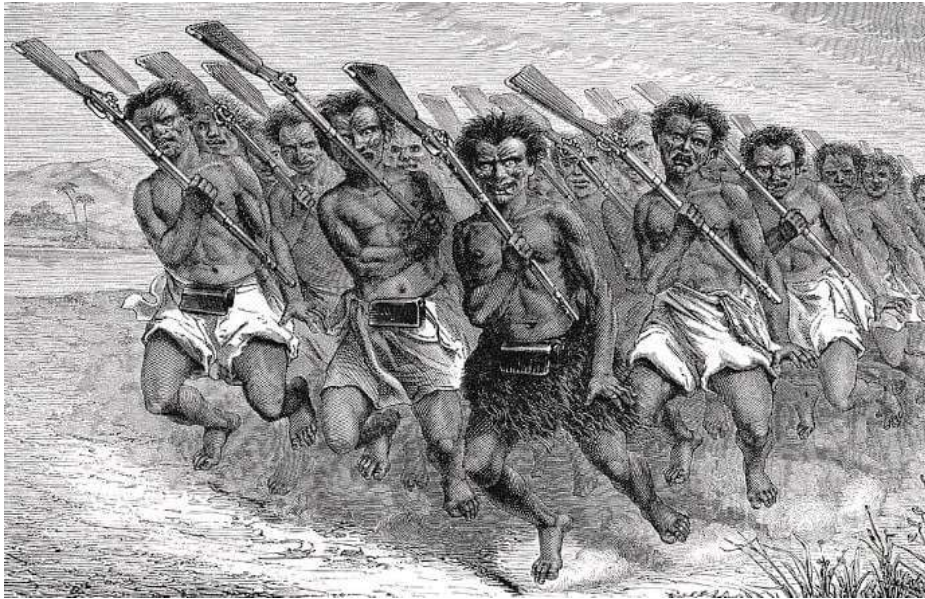
### **Section 3 : The Influence of culture**

Culture has a profound influence on individuals and organizations. It shapes our values, beliefs, behaviors, and perceptions, providing a shared framework for understanding the world around us. Culture influences how we communicate, express emotions, and make decisions, affecting our personal and professional relationships and organizational success. It shapes the way we organize and govern ourselves. Culture also plays a crucial role in economic development, influencing consumer behavior, entrepreneurship, and innovation.

#### **1. The Power of Culture in a Team**

In "Riding the Waves of Culture: Understanding Diversity in Global Business" by Fons Trompenaars and Charles Hampden-Turner (2013), they address how The power of culture in a team lies in its ability to shape team dynamics, behavior, attitudes, and performance. A strong team culture can foster a sense of identity and cohesion among team members, promoting a positive and collaborative work environment. It can influence how team members communicate, collaborate, and make decisions, which in turn can impact team performance and outcomes. Team culture can also influence team members' morale, motivation, and engagement, as well as their commitment to the team's goals and values. Moreover, team culture is closely tied to leadership, as leaders play a critical role in shaping and reinforcing the team's culture through their behaviors and actions. A healthy team culture that promotes inclusivity, respect, and recognition can enhance team performance, foster innovation, and contribute to team success. On the other hand, a toxic or negative team culture can hinder team effectiveness, create conflicts, and result in low morale and motivation among team members. Therefore, understanding and harnessing the power of culture in a team is crucial for creating a positive, cohesive, and high-performing team environment.

Figure 7 : New Zealand Haka dance



Source : <https://sciencephotogallery.com/featured/maori-war-dance-collection-abecasisscience-photo-library.html>

**Comment :** From this picture we can see the Haka, a traditional war dance performed by the New Zealand tribes before a war that is used to challenge opponents and strike fear in their hearts, it is passed down by team generations and is now used in New Zealand rugby team and it is a great example of how team culture can create unity and cohesion between players.

## 2. Cross cultural communication

Trompenaars and Hampden-Turner state that Cultural differences in communication styles, norms, and values can impact communication effectiveness within an organization in several ways:

**Misunderstandings and Misinterpretations:** Different cultures may have distinct communication styles, such as direct vs. indirect communication, which can result in misunderstandings and misinterpretations. For example, in some cultures, direct communication may be perceived as rude or confrontational, while in others, it may be considered honest and

## Chapter 2 : The Role of Culture in an Organization

efficient. These differences can lead to miscommunications and misinterpretations, resulting in confusion, conflicts, and reduced communication effectiveness.

**Contextual Cues and Implicit Messages:** High-context cultures, where communication relies heavily on contextual cues and implicit messages, may have different communication dynamics compared to low-context cultures, where communication tends to be more explicit and direct. This can lead to misinterpretations and misunderstandings, as team members from high-context cultures may assume that certain information is implicitly understood by others, while team members from low-context cultures may expect explicit communication. This can result in gaps in communication and reduced effectiveness in conveying messages clearly.

**Norms and Values:** Cultural norms and values influence how communication is perceived and interpreted within an organization. For instance, some cultures may prioritize hierarchical communication, where communication flows from top to bottom, while others may emphasize egalitarian communication, where all team members have an equal say. Norms and values related to power distance, uncertainty avoidance, individualism vs. collectivism, and other cultural dimensions can impact how communication is conducted, received, and valued within an organization. This can lead to different communication expectations, norms, and practices, resulting in reduced communication effectiveness.

**Language Barriers:** Language differences can pose challenges in organizations with diverse cultural backgrounds. Different languages may have different grammar, vocabulary, and nuances, making communication challenging and less effective. Misinterpretations, mispronunciations, and language-related misunderstandings can occur, leading to miscommunication and reduced communication effectiveness.

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**Nonverbal Communication:** Nonverbal communication, including body language, gestures, facial expressions, and eye contact, can also vary across cultures. Different cultural interpretations of nonverbal cues can result in misunderstandings and misinterpretations, impacting communication effectiveness within an organization. For example, a gesture that is considered positive in one culture may be interpreted differently in another culture, leading to miscommunication and reduced effectiveness in conveying intended messages.

**Communication Etiquette:** Communication etiquette, such as greetings, introductions, and use of titles, can vary across cultures. What is considered appropriate or respectful in one culture may not be the same in another. These differences in communication etiquette can impact how messages are received and interpreted, influencing communication effectiveness within an organization.

It's important for organizations to recognize and address cultural differences in communication styles, norms, and values to improve communication effectiveness. This can be achieved through cross-cultural training, promoting open and inclusive communication practices, and fostering a culture of understanding and respect for diverse communication styles. By actively addressing these cultural differences, organizations can enhance communication dynamics, reduce misunderstandings, and improve overall communication effectiveness, leading to better collaboration, engagement, and organizational performance.

### 3. Stereotypes and culture

Culture can have a significant impact on stereotypes. Stereotypes are simplified and often exaggerated beliefs. These beliefs can be reinforced and perpetuated through cultural norms, values, and traditions.

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Cultural stereotypes can be influenced by a variety of factors, including historical events, political systems, social norms, and media portrayals. For example, in many Western cultures, there is a stereotype that Asian people are good at math and science. This stereotype is reinforced by the fact that many Asian countries have strong educational systems that prioritize math and science education.

On the other hand, cultural stereotypes can also be harmful and perpetuate discrimination and prejudice. For instance, the stereotype that all Muslims are terrorists can lead to discrimination and even violence against innocent people who identify as Muslim.

Stereotypes can have a significant impact on business, particularly in the areas of hiring, promotion, and workplace culture. When stereotypes are present in the workplace, they can lead to discrimination, bias, and unequal opportunities for different groups of people.

For example, if there is a stereotype that women are not as competent as men in leadership roles, then women may be overlooked for promotions or leadership opportunities in the workplace. Similarly, if there is a stereotype that people with disabilities are not capable of certain tasks, then they may be excluded from certain job opportunities or assignments.

Stereotypes can also affect workplace culture and employee morale. When employees feel like they are being stereotyped or discriminated against, it can create a negative work environment and lead to negative attitudes. Additionally, when stereotypes are perpetuated in the workplace, it can create a culture that is not inclusive and welcoming to people from diverse backgrounds. It is important to recognize that stereotypes are not accurate representations of individuals or groups. By challenging these stereotypes and promoting a more nuanced and accurate understanding of different cultures, we can create a more inclusive and equitable work culture.

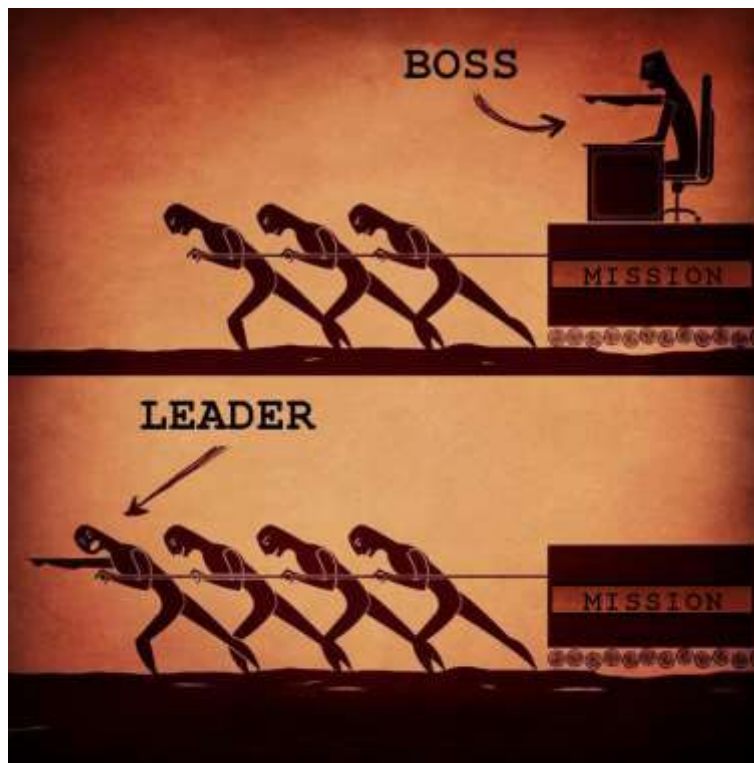
### **4. Culture impact on Leadership and Management styles**

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Culture has a profound impact on leadership and management styles within an organization. It influences the attitudes towards authority and power, and perception of work-life balance. Leaders often mirror and embody the cultural norms and values of their organization, shaping their leadership styles accordingly. For instance, in a culture that values collaboration and teamwork, leaders may adopt a participative and inclusive leadership style, while in a culture that emphasizes hierarchy and authority, leaders may adopt an autocratic and directive leadership style. Understanding and adapting to the cultural context of

the organization is essential for effective leadership and management, enabling leaders to build positive relationships, communicate effectively, make sound decisions, and ultimately improve organizational performance.

Figure 8 : Boss vs. Leader



Source : [www.skillscamp.co/the-boss-vs-the-leader/](http://www.skillscamp.co/the-boss-vs-the-leader/)

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**Comment :** From this figure, we see how leadership can shape a company's culture, we see the difference between a boss and a leader, a boss is an authoritarian leader who doesn't help in achieving company's goals but rather only dictates them, creating a culture of competitiveness and negativity, while a leader who is a collaborative helps employees to achieve company's missions and from far can be perceived as a very skilled employee who motivates employees and fosters teamwork.

### 5. Does Culture impact Attitude or Does Attitude impact Culture?

Culture and attitudes can impact each other in a reciprocal relationship. On one hand, culture can shape attitudes, beliefs, and values of individuals within a group or organization. Culture encompasses the shared norms, values, behaviors, and beliefs of a group, and it provides a framework for how individuals perceive and interpret their world. As individuals are socialized into a particular culture, their attitudes may be shaped by the cultural norms and values that are prevalent in that culture. For example, in a culture that values collectivism, individuals may develop attitudes that prioritize community and cooperation over individualism.

On the other hand, attitudes of individuals can also impact the culture of a group or organization. Attitudes refer to the individual's evaluations, opinions, and emotions towards certain objects, people, or situations. Attitudes can shape behavior and influence the way individuals interact with others, make decisions, and respond to organizational practices. Over time, the collective attitudes of individuals within a group or organization can shape the overall culture of that group or organization. For example, if a group of employees consistently exhibits positive attitudes towards innovation and risk-taking, it can contribute to a culture of innovation within the organization.

Culture can shape a positive attitude or a negative attitude in an organization through various means. A positive culture, characterized by values such as respect, integrity, and inclusivity, can

## Chapter 2 : The Role of Culture in an Organization

create an environment where employees feel valued, supported, and motivated. This can result in positive attitudes such as trust, collaboration, and commitment towards the organization and its goals. Conversely, a negative culture, marked by negative behaviors, unfair practices, or lack of communication, can create an environment that fosters negative attitudes such as cynicism, distrust, and disengagement among employees. The leadership style, communication patterns, recognition and reward systems, and organizational policies and practices all play a crucial role in shaping the culture and subsequently influencing attitudes within the organization. When a positive culture is nurtured, it can foster positive attitudes among employees, leading to improved job satisfaction, engagement, and performance. On the other hand, a negative culture can result in negative attitudes, leading to lower morale, disengagement, and turnover.

In summary, culture and attitudes can impact each other in a dynamic and reciprocal manner. Culture can shape attitudes through socialization processes, while attitudes of individuals can also shape the overall culture of a group or organization through shared beliefs, values, and behaviors. It is important to recognize the complex interplay between culture and attitudes in understanding how they influence each other within an organizational context.

### **Conclusion of the chapter**

In conclusion, culture plays a fundamental role in shaping the identity, behaviors, and performance of organizations and it seems to have direct impact on the employee's professional life. It guides how people within an organization interact and make decisions. Understanding and effectively managing culture is crucial for long-term organizational success, as it impacts various aspects of performance.

Organizations must also recognize that culture is not static, but rather a dynamic and evolving aspect that can change over time. Organizations need to proactively manage their culture and align it with their strategic goals, ensuring that it remains relevant, adaptive, and conducive to organizational success.

## Chapter 2 : The Role of Culture in an Organization

While a positive culture alone cannot completely make a company thrive, a negative culture can have detrimental effects to a company's advancement, other factors for organizational success include Leadership, Attitude, Strategy, Talent, Customer focus and so on. to quote a famous lyricist : "Culture makes people understand each other better. And if they understand each other better in their soul, it is easier to overcome the economic and political barriers." - Paulo Coelho



## Chapter 3 : The Sheraton Experience - Case study

**Section 1** : Company presentation

**Section 2** : Empirical Research

**Section 3** : Guest Satisfaction system

**Section 4** : Survey methodology and approach

## Chapter 3 : The Sheraton Experience – Case Study

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### **Introduction of the chapter**

In this third chapter we will try to establish a link between the theoretical aspects covered during the first two chapters and the practical aspect that we were able to carry out thanks to our internship within the company Sheraton Club des pins.

We will first present the host organization and then present our interviews which were conducted with one executive and one Employee. Then we will establish a guest satisfaction system that focuses on the culture surrounding the existence of the hotel, what kind of norms do they hold dear to them and do they try to adjust their employee's attitudes or do they just let anybody in?

In the second step, we will show which steps and methodology we followed in order to set up our study then we will present the analysis of the results in order to be able to invalidate or confirm our hypotheses.

## **Section 1 : Presentation of Sheraton**

To get a firm understanding on the Sheraton Company, we must first run by an introduction to it's parent company, Marriott International, Inc.

### **1. Presentation of Marriot International, Inc.**

Marriott International, Inc. is a global hospitality company that operates and franchises a diverse portfolio of hotels, resorts, and other lodging properties. Headquartered in Bethesda, Maryland, USA, Marriott International, Inc. is one of the largest and most well-known hospitality companies in the world. The company was founded in 1927 by J. Willard Marriott and has since grown into a leading player in the global hospitality industry, with a presence in over 130 countries and territories. Marriott International, Inc. operates a wide range of brands across various market segments, including luxury, premium, select service, extended stay, and vacation ownership, with well-known brands such as Marriott, Sheraton, Ritz-Carlton, JW Marriott, Courtyard, Residence Inn, and many others. Marriott International, Inc. is known for its commitment to exceptional service, innovation, sustainability, and social responsibility, and has won numerous awards and recognitions for its hospitality and business practices.<sup>22</sup>

### **2. Presentation of Sheraton Hotels and Resorts :**

Sheraton Hotels and Resorts is a luxury hotel brand that is globally recognized by it's "S" Logo. Sheraton hotels are known for their upscale accommodations, refined amenities, and high-quality service. The Sheraton brand was established in 1937 by Ernest Henderson and Robert Lowell Moore and has since become one of the world's most recognized and respected names in the hospitality industry. it employs over 145,000 personnel and has 463 locations spread over 80 countries, Sheraton hotels are typically located in major cities and popular travel destinations

<sup>22</sup> <https://www.marriott.com/marriott/aboutmarriott.mi>

## Chapter 3 : The Sheraton Experience – Case Study

worldwide, offering a range of services and facilities tailored to the needs of business and leisure travelers. The brand is known for its distinctive design, warm hospitality, and commitment to guest satisfaction. Sheraton hotels often feature upscale amenities such as restaurants, bars, fitness centers, meeting and event spaces, and other services to cater to the needs of both leisure and business travelers. The Sheraton brand is the most beneficial part of Marriott International, Inc.'s extensive portfolio of hotel brands.<sup>23</sup>

### 2.1. Sheraton Core Values :

Sheraton is known for its commitment to a strong corporate culture and a set of core values that guide its operations and decision-making. Some of the common values and missions may include:

**Guest-centric approach:** Sheraton may prioritize providing exceptional guest experiences and delivering outstanding customer service.

**Integrity and ethics:** Sheraton may emphasize integrity, honesty, and ethical conduct in all aspects of their operations and interactions with stakeholders.

**Diversity and inclusion:** Sheraton may value diversity and inclusiveness, promoting an inclusive environment where individuals of different backgrounds and perspectives are respected and valued.

**Employee empowerment:** Sheraton may strive to empower their employees, providing them with opportunities for growth, development, and recognition.

**Sustainability and social responsibility:** Sheraton may prioritize sustainable practices, social responsibility, and community engagement, aiming to minimize their environmental impact and make a positive contribution to society.

**Innovation and continuous improvement:** Sheraton may embrace innovation and continuous improvement, seeking to stay ahead of industry trends and deliver innovative solutions to guests and stakeholders.<sup>2</sup>

## 2.2. SWOT Analysis of Sheraton Hotel

After having presented in detail the main evolutions of the company, we now turn to it's global, which include examining it's strengths and weaknesses, it's threats and opportunities

Table 4 : SWOT analysis Of sheraton

<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>- Established brand reputation and recognition in the hospitality industry.</li> <li>- Strong presence in various global locations with a wide network of hotels.</li> <li>- Established loyalty program (Marriott Bonvoy) and customer base.</li> </ul>	<ul style="list-style-type: none"> <li>- Considered to be High priced for the average consumer</li> <li>- Potential vulnerabilities to changes in the economic or travel industry conditions, such as fluctuations in demand or geopolitical risks.</li> <li>- Dependence on customer perceptions of brand image, quality, and service.</li> </ul>
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>- Expansion into emerging markets or untapped regions with high demand for hospitality services.</li> <li>- Innovation and adaptation to changing customer preferences, travel trends, and technological advancements.</li> <li>- Collaborations or partnerships with other brands or organizations to leverage synergies and tap into new markets or customer segments.</li> </ul>	<ul style="list-style-type: none"> <li>- Intense competition from other hotel brands and alternative lodging options.</li> <li>- Potential negative impacts from public health crises, natural disasters, or geopolitical risks on travel demand or operations.</li> <li>- Reputational risks or negative customer reviews due to service failures, safety incidents, or other issues.</li> </ul>

Source : conducted by us

### 3. Presentation of Sheraton Club des pins

Sheraton Club des pins is a Luxurious Beachfront Retreat in Algiers, Algeria, The Sheraton is one of the largest hotel brands representing parent company Starwood before Marriott. It belongs by right to the owning company “Company of Hotel Investment” (S.I.H) .The Premium hotel that is part of the renowned Sheraton brand has existed in Algiers since 24 June 1999 constructed by a Chinese party, The objective was to create a 5 star hotel, First in the whole country in a period of insecurity which would be a huge factor in it’s success in it’s early years.

The hotel is ideally located along the scenic coastline of Algiers, the capital, is situated on a private beach, and is conveniently located close to Algiers International Airport, making it easily accessible for travelers.

#### Accommodation

Sheraton Club des Pins offers a range of well-appointed guestrooms and suites, 449 in total, the accommodations are designed with a modern and stylish décor, providing a comfortable and relaxing stay, and guests can choose from a variety of room types, including sea view rooms, club rooms, and suites

#### Dining

Sheraton Club des Pins offers a diverse selection of dining options, it features multiple restaurants and bars, serving a range of cuisines, these restaurants are La Brasserie (International cuisine), Tassili (Local Cuisine) , Nautilus (Seafood restaurant situated in the beach), Trattoria (Italian restaurant), Panasia (Asian food), Le Ptit Blue (Fast-food) and Lobby café( cafeteria) ,

## Chapter 3 : The Sheraton Experience – Case Study

Sheraton also has a Nightclub called 1001 Nuits which features many artists and bands during occasions

### **Leisure Facilities**

Sheraton Club des Pins offers a wide range of leisure facilities for guests to relax and unwind, there are multiple swimming pools, including a children's pool and a heated indoor pool, Guests can stay active at the hotel's fitness center or tennis court, or indulge in pampering treatments at the spa and wellness center.

### **Meetings & Events**

The Hotel is well-equipped to host meetings, conferences, weddings and events, they feature variety of events spaces, including ballrooms, boardrooms and outdoor venues with state-of-the-art audiovisual technology and supported by a professional events team.

### **Sheraton Loyalty Program**

Sheraton is part of the Marriott Bonvoy loyalty program, which offers exclusive benefits to members that can earn and redeem points for their stays at the hotel, Membership tiers including Silver, Gold, Platinum and Titanium, offer various perks such as room upgrades, welcome gifts, late check-out and an all-exclusive Club lounge at the Hotel's upper floor providing enhanced comfort and convenience with panoramic views of the Mediterranean sea.

#### 4. General Organization

- The general direction
- Accommodation direction :
- Hobbies department
- Housekeeping department
- Laundry department
- Reception Department
- Technical department
- IT direction
- Security direction
- Restauration direction :
- Banquet department
- Kitchen department
- Plonge department
- Human resources direction
- Finances direction
- Commercial and marketing direction :
- Reservations department

### Section 2 : Empirical Research

In a bid to garner a different perspective on the subject of attitude, I've also carried out my empirical studies by interviewing two executives who hold key positions in the service oriented organizations. I've chosen the hotel sector because that is where attitude and culture are most sensitive and impactful than any other sector. One of the key people I've interviewed is Riyadh, the Human resources assistant and Kenza Boudjema, The internal affairs supervisor.

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The following is an account of the interview:

- a. Explain to what extent an employee's attitude can impact those around (in a given department) and the hotel at large

According to Riyadh, a person with a negative attitude will always try to influence the other employees to look on the negative side of things, and will create pessimism in the team. For example, a strike within the organization can be incited by one employee, he said how people tend to copy attitudes and get along certain mindset, people tend to have eusocial tendencies displayed within ants and bees societies, where a sense of unity is all that defines the success of their species

Kenza on the other hand reveals that when she started working, she had managers that were very experienced and she learned a lot of them, although they had their negative traits, she seems to only choose to remember the good things about them, she further explains how someone with a positive attitude will influence other colleagues to do excellent work, enhance teamwork and strengthen bonds in the workplace.

- b. Some people are of the view that attitude is not really necessary as long as an employee is competent at his/her job. Express your personal view on this notion

Riyadh states that the latter is impossible, for an employee to succeed, they have to foster a positive work environment and not just in a shallow manner, he says that in order for an employee to reach his full potential, he must have a positive attitude

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Kenza also doesn't agree on this notion, she says in order to communicate and satisfy clients, employees must have positive attitudes and use a vocabulary of welcoming, caring and consideration.

- c. There are some employees with negative attitudes, how do you and the management handle them

Riyadh shares many methods used by the management and supervisors, such as formations, incentives, and according to Kenza, if the employee has a negative attitude towards the hotel as a general, the hotel tries to find the solution

- d. Is attitude only relevant in the guest contact areas or it should also be emphasized in the various departments at the hotel?

According to Riyadh, attitude is relevant in all areas of the hotel, including employees' home and social circles

- e. Besides attitude, what are the other essential aspects that you consider necessary to make a successful employee?

Riyadh enlists career, work environment, education, management, experience and motivation

Kenza enlists willingness, love as in loving your job and loving to do things in it, perseverance.

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- f. How would you describe the overall culture of your hotel and what values or principles does it emphasize?

Riyadh reveals three main values of the hotel, L'acceuil (open its doors to amn the people), Savoire faire (know your job well, have knowledge), Communauté (Together we are stronger. Work as a team, have the spirit team.

Kenza describes the culture of the hotel as a “perfect world” where people feel included, appreciated for their work and motivated but she also mentions there are some area for more improvement

### Section 3 : Sheraton Guest Satisfaction System (SGSS)

#### 1. Attitude

In the months of making writing my thesis, I had the opportunity of working as a trainee at the Sheraton Club des Pins Resort, Algiers where the aspect of employees' attitude was something that was given special attention because everything at the hotel was geared to customer satisfaction. The customer was treated as a king and among other things; customer satisfaction was viewed as having an impetus on the profitability of the hotel. At Sheraton it was believed that a disgruntled customer could ultimately cause the hotel to lose business by discouraging the prospective customers from not coming to that hotel in the future

In pursuit of the above a number of rules were to be observed by the employees in their training session delegated by the human resources in a presentation called “grooming”, rules were established such as :

- Be friendly and polite
- Be helpful
- Give eye contact

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- Listen
- Stand straight
- Smile

Although, in my research on the hospitality and customer satisfaction and in my days as a trainee, I've learned many other rules and guidelines to be followed thanks to my colleagues from the switchboard, concierge, reception and my internship supervisor, Mme Boudjemaa, and have come up with what I call the 'moment of truth approach'

A moment of truth is any episode in which the customer comes into contact with any aspect of the organization and gets an impression of the quality of its service

### 1.1.Moments of Truth

Rule 1:

Greet and welcome the guest immediately;

- Have eye contact.
- Always address the guest by "Sir, Madame".
- Use the guest's name.
- Answer phone within 3 rings.
- Do not delay first contact.

Rule 2 :

Give the guest your total attention;

- Show the guest he/she us your #1 priority.

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- Use TLC listening skills and empathy ( TLC – Two way, Listening with focus, Clarify and confirm).
- Concentrate and pay attention.
- Do not service two guests at one time.

### Rule 3 :

Be natural;

- Let your true warmth come through.
- Avoid robot impression. Be your unique self.
- Avoid stiffness and an “air of superiority”.

### Rule 5 :

Be the guest’s advocate/ representative

- Make the guest’s problem your own.
- Apologize.
- Take personal responsibility to solve the problem.
- Get back to the guest to confirm the solution.

### Rule 6 :

Use common sense and think for yourself:

- Think beyond limits of habit/ tradition.

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- Look for new ways of doing things.
- Think “and”, not “but”.
- Discuss with your supervisor any rules which hinder guest service and reach consensus with your team on innovative solutions.

### Rule 7 :

Make the last 30 seconds valuable;

- Thank the guest for coming to the hotel.
- Stress that we want him/her to return.

### Rule 8 :

Take good care of yourself;

- Get enough sleep to maintain the high level of energy you need.
- Eat healthy foods and don't poison your system with drugs.
- Keep a positive mental state and avoid being susceptible to the influence of other people's negativity.

Dealing with challenging situations requires using the customer interaction cycle in its entirety to turn a dissatisfied customer into a satisfied one. Particular emphasis should be placed on the Understanding and Helping stages. It is important to be focused, personable, and sincere, and to keep in mind that the customer's strong language or angry words are not intended to be perceived as a personal attack. Focus on the customer. Deal with the customer first by making the customer feel listened to and understood. Then fix the problem.

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In using the cycle in challenging situations, begin by Receiving the customer in a way that communicates a positive attitude through verbal and nonverbal language.

The Understanding stage communicates to the customer that you know how she or he is feeling. Showing empathy is especially important when the customer is upset or irate. The words you use calm the customer and move the conversation in a positive direction. Your use of the understanding skills makes a critical difference in whether makes a critical difference in whether a dissatisfied external customer will become a loyal customer, and whether a difficult internal customer will work and cooperate with you in future interactions.

Know what to do to a complaining customer

- Listen to customer.

Do not just let the customer talk, really listen. The customer may have a valid point and is just presenting it inappropriately. Try not to interrupt and if the complaint is not too loud, let the customer run out of steam. Do not trivialize the problem.

- Remain calm and pleasant.

Speak softly and directly. Do not add fuel to the customer's fire by becoming excited, matching wits or trying to get the upper hand. Control the situation by controlling yourself. It is very difficult for irate customers to play their game when the opposition refuses to play.

- Do not take any remarks or behavior personally.

Try to get the heart of the matter by leaving personalities or traits out of the picture, what is the issue? If you maintain your professionalism you will not lose your dignity and you will look

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very good in the eyes of others. You will also have a good laugh about it sometime later in the employee cafeteria.

- Solve the problem.

Solve the problem or at least make an attempt. Get a supervisor if one is needed or contact someone who can help. Do not pass the buck by sending the customer on a wild goose chase. Your goal is to solve the problem quickly and directly. Remember that customers often do not often know your organizations' set up and may be frustrated because they simply don't know where to turn for help.

- Apologize and thank the customer.

Thank the customer for bringing the matter to your attention even if you did not cause the problem. Acknowledgement is a powerful tool for disarming aggression.

(Adapted from hospitality by Jonathan Scott)

In real life experiences, challenging situations are part of life implying that a leader will face issues one way or the other in his or her leadership career. I think that challenges have a way of tainting peoples' attitudes and a leader must be prepared to handle such situations as they arise without resorting to panic and frustration.

The challenges I faced helped me to practically learn how to yield to flexibility, courageousness, being understanding, team work, humility, discipline to being focused on the big picture; that is to say, the ultimate goal. At Sheraton we treated everyone as being special with a high degree of understanding and with a level of personal service. We worked towards cultivating meaningful connections with our guests and with one another.

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In his book, contingency, irony, and solidarity, Rorty (1989) suggests that the world does not speak. The world can once we have programmed ourselves with a language, cause us to hold beliefs. But it cannot propose a language for us to speak. Only other human beings can do that. The realization that the world does not tell us what language games to play should not, however, lead us to say that a decision about which to play is arbitrary, not to say that it is the expression of something deep within us.

Leadership is about self discovery or self awareness. To be an effective leader, one has to avoid the temptation of being prone to insisting over issues because this will cause him or her to be stark in his or her own way of thinking. This can also hinder creativity since it does not enhance flexibility and it has a tendency of looking at the world with a limited perspective.

In my estimation, although it is reasonable to consider the impact of attitude on leadership today, I presume that Sheraton should be careful not to regard attitude as a paramount factor in achieving customer satisfaction and in turn increase profitability. It should not be viewed as the foremost solution in achieving effective leadership. From an ironist stand point, I have some continuing doubts about the way Sheraton treats attitude as a final vocabulary in light of the fact that we live in an ever changing world.

Handling a discontented customer can be rather tricky in reality. There are some customers that are just complicated even though the staff will go through the above prescribed steps on how to deal with such a person. In my view, treating the customer as always being right and as a king can generate its own shortcomings in that some customers might be pampered by the system so that they walk all over everybody and refuse to take personal responsibility for their actions. I reckon that a balance has to be found in this regard thereby encouraging the employees to be good enough.

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In my own opinion, although customer satisfaction is the primary motive of many organizations—Sheraton inclusive, employees attitudes should not be ignored. Employees need to be shown the importance of developing a positive attitude and the consequences of entertaining a negative attitude.

Moreover, what works effectively for one organization is not necessarily what will work for the other simply because not all organizations are exactly the same. Although benchmarking is essential for competing companies, creativity is necessary for the company that is trying to implement a given concept from its competitor or competitors. It is the manager's responsibility to find out what management style actually fits a given department and the entire organization as a whole

### 2. Culture

As a hospitality trainee, I have gained firsthand experience in how culture can impact hotel performance. Through my month of working in the hotel industry, I have witnessed how various aspects of culture, such as communication styles, work values, decision-making processes, and interpersonal relationships, can significantly influence the performance of a hotel. These experiences have given me insights into the complexities of managing a culturally diverse workforce and understanding the ways in which culture can shape the attitudes and behaviors of employees and guests. I will share my observations and reflections on how I learned about the impact of culture on hotel performance, drawing from my real-life experiences and observations in the dynamic and multicultural environment of the hotel industry.

► In the hotel, Employees are first instructed by the management and constantly reminded by their peers to always smile, be courteous and be empathetical toward their colleaugues and spread their warmth, leaving the hotel staff mostly with high morale and consistent positive work culture.

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- ▶ in Sheraton Club des pins, a culture of recognition is put in place, workers are constantly rewarded for their achievements and merits through employee of the month programs and events like birthdays and staff parties.
  
- ▶ In the hotel, local soothing music such as Chaabi is sometimes played in the halls of the employees' section of the hotel which boosts mood, Reduces stress, Provides a creative outlet and fosters a sense of community.
  
- ▶ as muslims from the African northeast, In Sheraton employees bring their unique cultural practices and values to the workplace such as religion (Workers observe prayer times, stay well-mannered and fast during the month of Ramadan), emphasize collectivism (Teamwork and collaboration centric), Respect for authority figures (including supervisors and managers) and Cultural sensitivity ( such as appropriate physical contact)
  
- ▶ Culture can impact communication styles, language preferences, and non-verbal cues. Effective communication is crucial for guest satisfaction, as it ensures that guest requests are understood and met accurately. If there is a cultural gap in communication, it may result in misinterpretation or miscommunication, leading to guest dissatisfaction.
  
- ▶ Different cultures may have varying work values and expectations. For example, some cultures may prioritize hierarchy and deference to authority, while others may emphasize teamwork and collaboration. When employees from different cultural backgrounds work together, clashes in work values and expectations can impact their ability to cooperate, coordinate, and perform their tasks efficiently.

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► Guests may have certain expectations or preferences based on their cultural background, and if these are not understood or respected by the hotel staff, it can result in guest dissatisfaction. For example, dietary restrictions, religious observances, or specific celebrations may be important to guests from certain cultures, and not catering to these needs may impact their satisfaction levels.

► Hotel guests come from diverse cultural backgrounds, and it is important for the hotel staff to be sensitive and inclusive towards these differences. A culture of inclusivity and respect for diversity can positively impact customer satisfaction by making guests feel welcomed and valued, regardless of their cultural background.

► Different cultures may have varying expectations of service standards, and what is considered excellent service in one culture may not be perceived the same way in another. Understanding and adapting to the cultural expectations of guests can play a significant role in delivering satisfactory service and ensuring high levels of customer satisfaction.

► Culture can also influence the behavior and attitude of hotel staff towards guests. Employees who are trained to be culturally sensitive, respectful, and attentive to the needs of guests from different cultures are more likely to provide a positive experience and higher levels of customer satisfaction.

Figure 9: Sheraton Club des Pins Employee Culture



Source : Picture taken from HR executive office

## Section 4 : Survey methodology and approach :

In this part we will present the methodology that we followed to carry out our qualitative study which was in the form of a questionnaire intended for Sheraton Club des Pins staff.

### 1. The qualitative study :

#### 1.1. Objective of the questionnaire

To answer our problematic and confirm or refute the importance of attitude and culture in achieving increased employee satisfaction, motivation, and productivity.

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Through the questions that we are going to ask, we hope to highlight a group who has a positive attitude and a group who has a negative attitude, then observe which group developed the best employee satisfaction, motivation, and productivity. In addition to questions about attitude and culture we also thought of including a question about employee's origins, as to see the extent of cultural diversity and how it impacts their remaining answers.

### 1.2. Population

Our population is made up from a sample of the hotel staff drawn from all the departments supervisors and regulars alike, these departments include Front office, Back office, Kitchen, Room service, Housekeeping and administration, the sample population is 30.

### 1.3. Presentation of the questionnaire

The questionnaire was available in English, French and Arabic to reach as many segments of the staff segments as possible, and it was conducted by small multi response Questions to employees that spend atleast one year in the organization , We proceeded to organize our form according to the following structure:

### 1.4. Analysis of the results

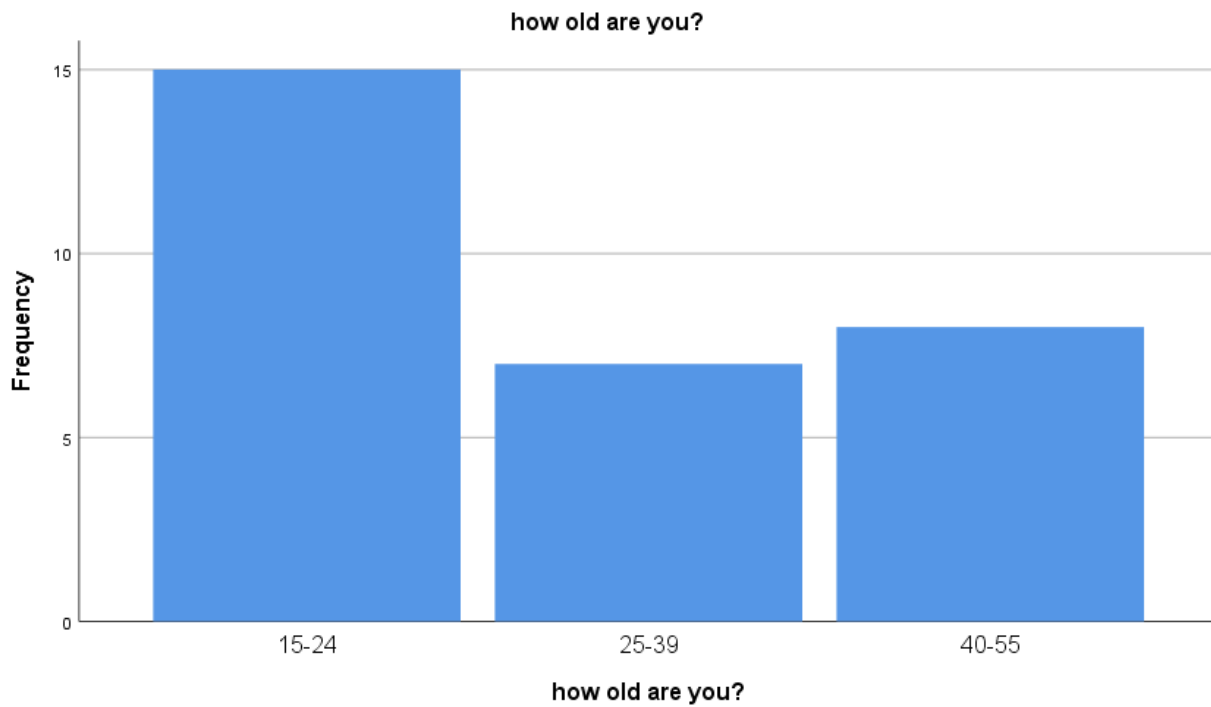
**Q1 : How old are you?**

Table 5 : Distribution of the age sample

		how old are you?			Cumulative
		Frequency	Percent	Valid Percent	Percent
Valid	15-24	15	50.0	50.0	50.0
	25-39	7	23.3	23.3	73.3
	40-55	8	26.7	26.7	100.0
Total		30	100.0	100.0	

Source : developed by using spss

Figure 10 : Distribution of the age sample



## Chapter 3 : The Sheraton Experience – Case Study

Source : Developed by spss

**Comment :** We note that the most dominant age group among employees is the age group 15 to 24 years with a rate of 50%, we conclude that the Sheraton Club des Pins retains a rather young workforce which is characterized by innovation, hardwork and cheer.

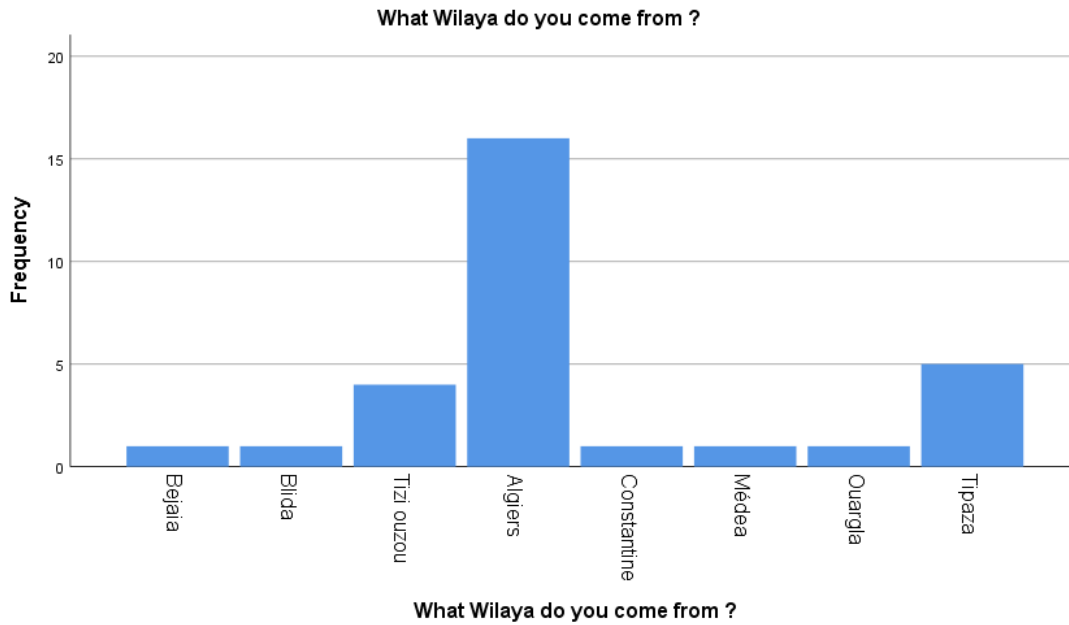
**Q2 : what wilaya do you come from**

Table 6 : Distribution of the region sample

What Wilaya do you come from ?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Bejaia	1	3.3	3.3	3.3
	Blida	1	3.3	3.3	6.7
	Tizi ousou	4	13.3	13.3	20.0
	Algiers	16	53.3	53.3	73.3
	Constantine	1	3.3	3.3	76.7
	Médea	1	3.3	3.3	80.0
	Ouargla	1	3.3	3.3	83.3
	Tipaza	5	16.7	16.7	100.0
	Total	30	100.0	100.0	

Source : developed by using spss

Figure 11 : Distribution of the region sample



Source : developed by using spss

**Comment :** As we see the largest percentage was in favor for Algiers with 53.3% Followed by Tipaza and Tizi Ouzou with 16.3% and 13.3% respectively, it's only logical that the majority are from the region the hotel is situated but we can also see that Sheraton has a diverse environment including employees from all regions

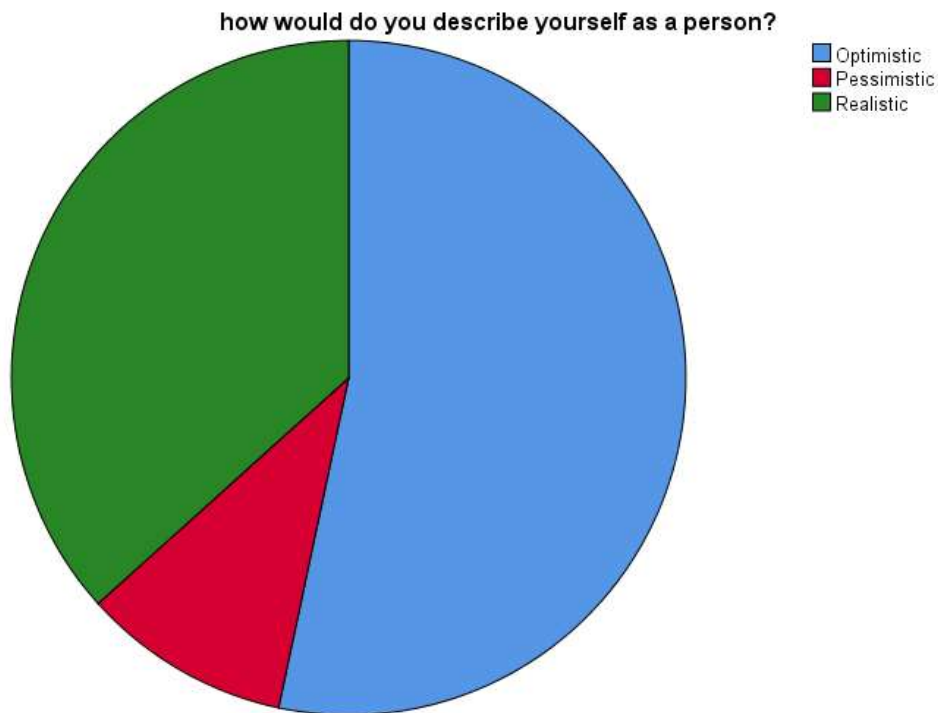
**Q4 : how would you describe yourself as a person?**

Table 7 : Distribution of the attitude sample

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		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Optimistic	16	53.3	53.3	53.3
	Pessimistic	3	10.0	10.0	63.3
	Realistic	11	36.7	36.7	100.0
	Total	30	100.0	100.0	

Figure 12 : Distribution of the attitude sample



Source : developed using spss

**Comment :** We can see that 53.3% percent of the respondents are optimists while Realists take 36.7% of the answers, that leaves us with 10% of which are Pessimists, We learned that in Sheraton, a sense of positivity is fostered among employees.

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Table 8: Crossing between attitude and age

		how old are you? * how would do you describe yourself as a person? Crosstabulation				
		how would do you describe yourself as a person?			Total	
		Optimistic	Pessimistic	Realistic		
how old are you?	15-24	Count	3	3	9	15
		% within how old are you?	20.0%	20.0%	60.0%	100.0%
	25-39	Count	6	0	1	7
		% within how old are you?	85.7%	0.0%	14.3%	100.0%
	40-55	Count	7	0	1	8
		% within how old are you?	87.5%	0.0%	12.5%	100.0%
Total	Count	16	3	11	30	
	% within how old are you?	53.3%	10.0%	36.7%	100.0%	

Source : developed by spss

**Comment :** After using crosstabulation between Question 1 and Question 2, we can see that 60% of employees within the age group 15-24 are Realists and 20 % of them are pessimists, while the age groups 25-39 and 40-55 showed the vast majority of them to be optimists (85.7% and 87.5% respectively )

**Q4 : Do you feel enthusiastic coming to work or do you dread coming to work**

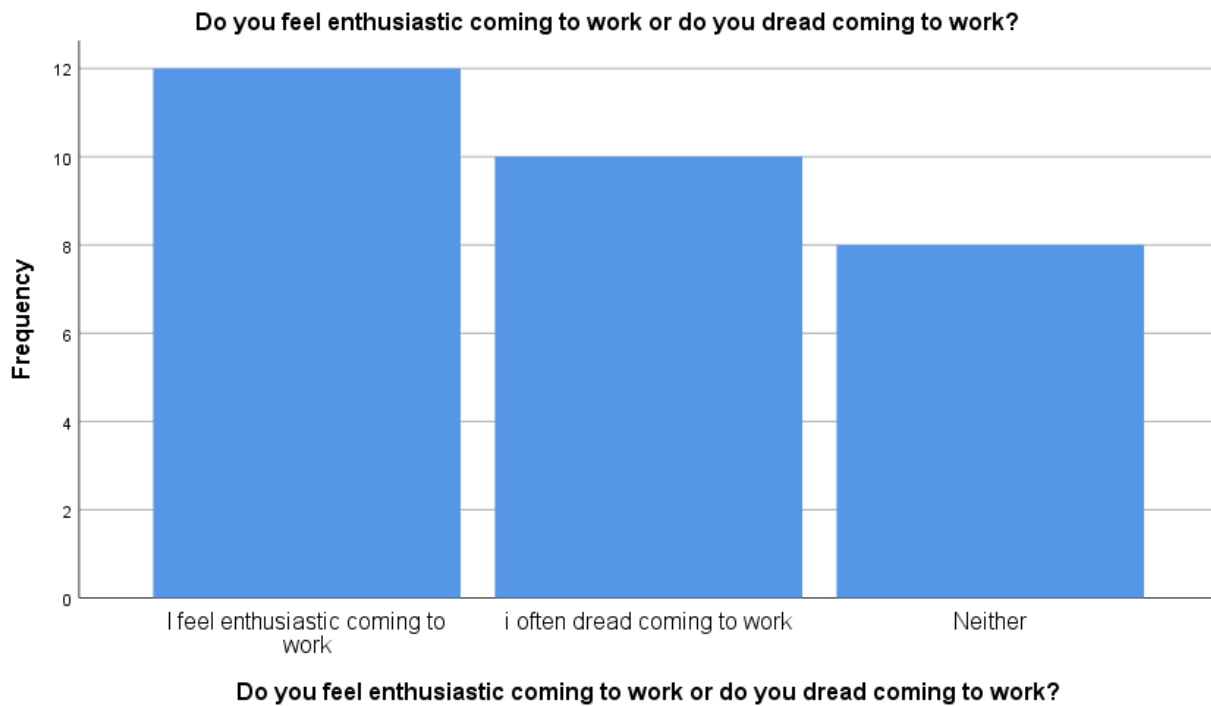
### Chapter 3 : The Sheraton Experience – Case Study

Table 9: Distribution of the feeling towards coming to work sample

Do you feel enthusiastic coming to work or do you dread coming to work?		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	I feel enthusiastic coming to work	12	40.0	40.0	40.0
	i often dread coming to work	10	33.3	33.3	73.3
	Neither	8	26.7	26.7	100.0
	Total	30	100.0	100.0	

Source : developed by using Spss

Figure 13 : Distribution of the feeling towards coming to work sample



### Chapter 3 : The Sheraton Experience – Case Study

Source : Developed using Spss

**Comment :** From the results , we find ourselves with 40% who feel enthusiastic coming to work, 33.3% who feel dread coming to work and 26.7% who feel completely the same whether they are working or offs

**Table 10 : Crossing between attitude and feeling towards coming to work**

#### how would do you describe yourself as a person? \* Do you feel enthusiastic coming to work or do you dread coming to work? Crosstabulation

		Do you feel enthusiastic coming to work or do you dread coming to work?			Total	
		I feel enthusiastic coming to work	i often dread coming to work	Neither		
how would do you describe yourself as a person?	Optimistic	Count	10	2	4	16
		% within how would do you describe yourself as a person?	62.5%	12.5%	25.0%	100.0%
	Pessimistic	Count	0	3	0	3
		% within how would do you describe yourself as a person?	0.0%	100.0%	0.0%	100.0%
	Realistic	Count	2	5	4	11
		% within how would do you describe yourself as a person?	18.2%	45.5%	36.4%	100.0%
Total	Count	12	10	8	30	
	% within how would do you describe yourself as a person?	40.0%	33.3%	26.7%	100.0%	

Source : developed by Spss

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**Comment :** From the cross-examination of Question 3 and 4, we can see that 62.5% of optimists felt enthusiasm coming to work, with only 12.5% dread coming to work and 25% felt neither enthusiasm nor dread, in the case of pessimists, a whopping 100% felt dread coming to work, Realists had a balanced feeling across with 40% feeling enthusiasm, 33.3% feeling dread and 26.7% feeling neutral.

**Q5 : Do you demonstrate a willingness to learn and improve your skills in your role at the hotel?**

Table 11: Distribution of learning willingness sample

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	23	76.7	76.7	76.7
	Occasionally	6	20.0	20.0	96.7
	Never	1	3.3	3.3	100.0
	Total	30	100.0	100.0	

Source : Devoloped using Spss

### Chapter 3 : The Sheraton Experience – Case Study

Figure 14 : Distribution of learning willingness sample



Source : developed using Spss

**Comment :** From analyzing our data, we came up with 76.7% Who always demonstrate a willingness to improve their skills, 20% who occasionally show the will to learn and improve and 3.3% who never try to learn.

**Q6 : Do you maintain a professional and courteous attitude towards guests at all times?**

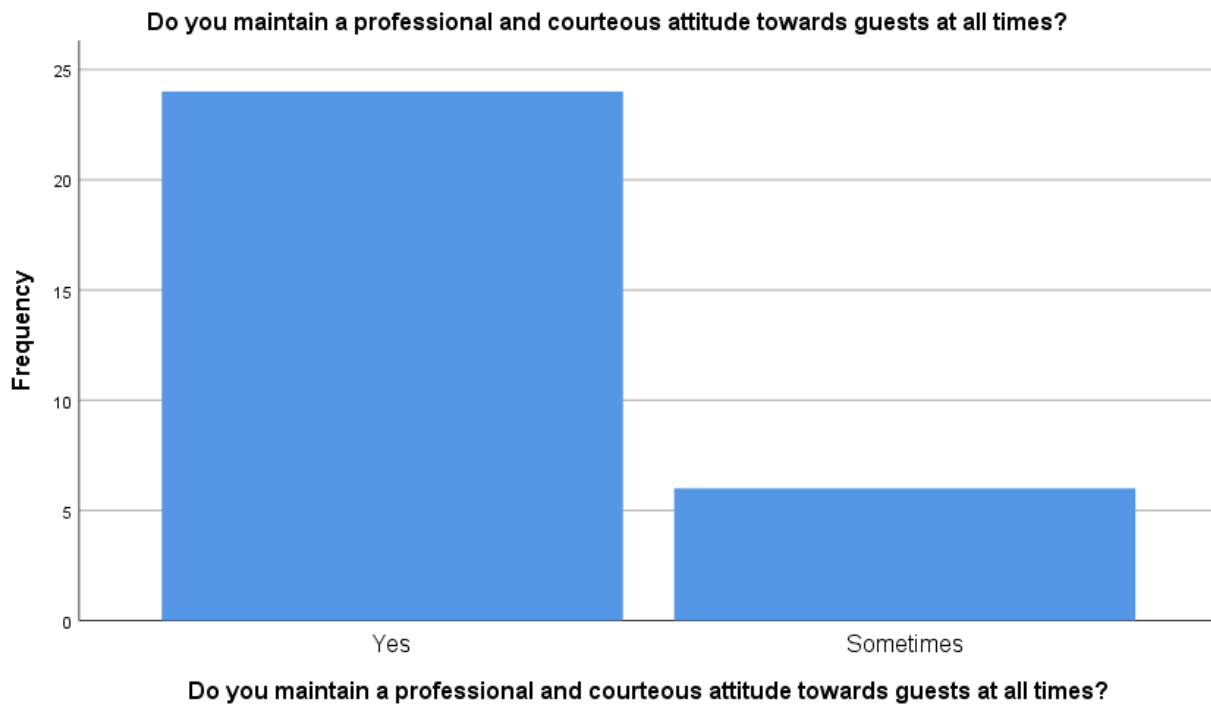
Table 12: Distribution of professionalism sample

### Chapter 3 : The Sheraton Experience – Case Study

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	24	80.0	80.0	80.0
	Sometimes	6	20.0	20.0	100.0
	Total	30	100.0	100.0	

Developed using Spss

Figure 15 : Distribution of professionalism sample



Source : Developed using Spss

**Comment :** 80% of respondents maintain a professional and courteous attitude towards guests at all times, while 20% do that sometimes.

**Q7 : Do you show empathy and understanding towards guests complains or concerns?**

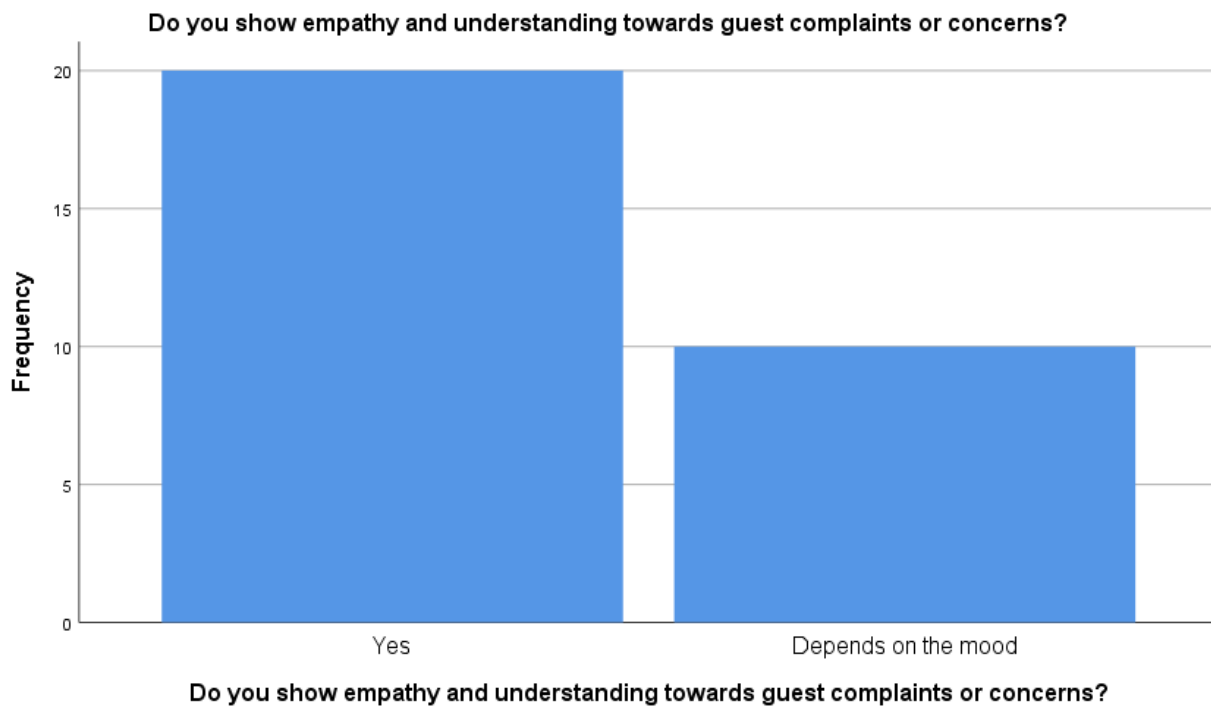
Table 13 : Distribution of guest service sample

**Do you show empathy and understanding towards guest complaints or concerns?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	20	66.7	66.7	66.7
	Depends on the mood	10	33.3	33.3	100.0
	Total	30	100.0	100.0	

Source : Spss

Figure 16: Distribution of guest service sample



Source : Devolped using spss

**Comment :** According to our survey results, 66.7% always show empathy and understanding towards guests complaints

**Q8 : Do you demonstrate a positive and supportive attitude towards your colleagues in their work at the hotel?**

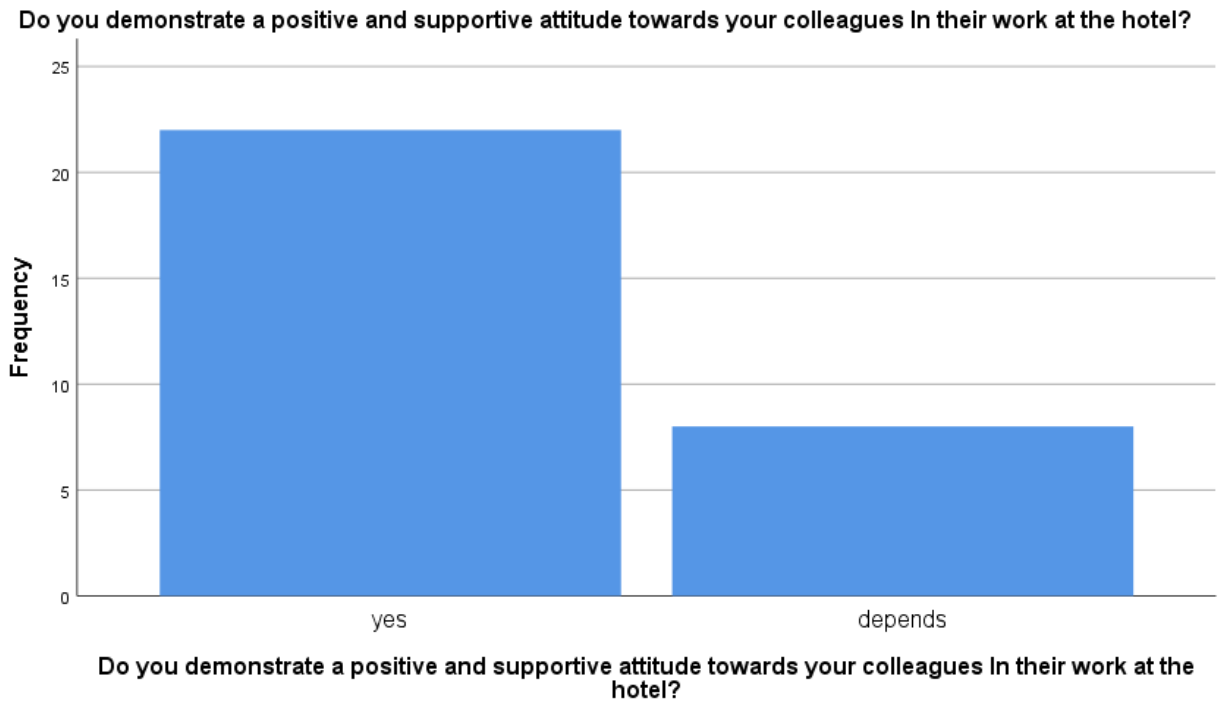
Table 14 : Distribution of attitude towards colleagues sample

**Do you demonstrate a positive and supportive attitude towards your colleagues In their work at the hotel?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	22	73.3	73.3	73.3
	depends	8	26.7	26.7	100.0
Total		30	100.0	100.0	

Source : developed by using Spss

Figure 17 : Distribution of attitude towards colleagues sample



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Source : developed using Spss

**Comment :** From the above , we learn that 73.3% demonstrate a positive and supportive attitude towards their colleagues in their work, while 26.7% say it depends on their mood.

**Q9 : On a scale of 1 to 10, how would you rate your overall attitude towards your work in the hotel ?**

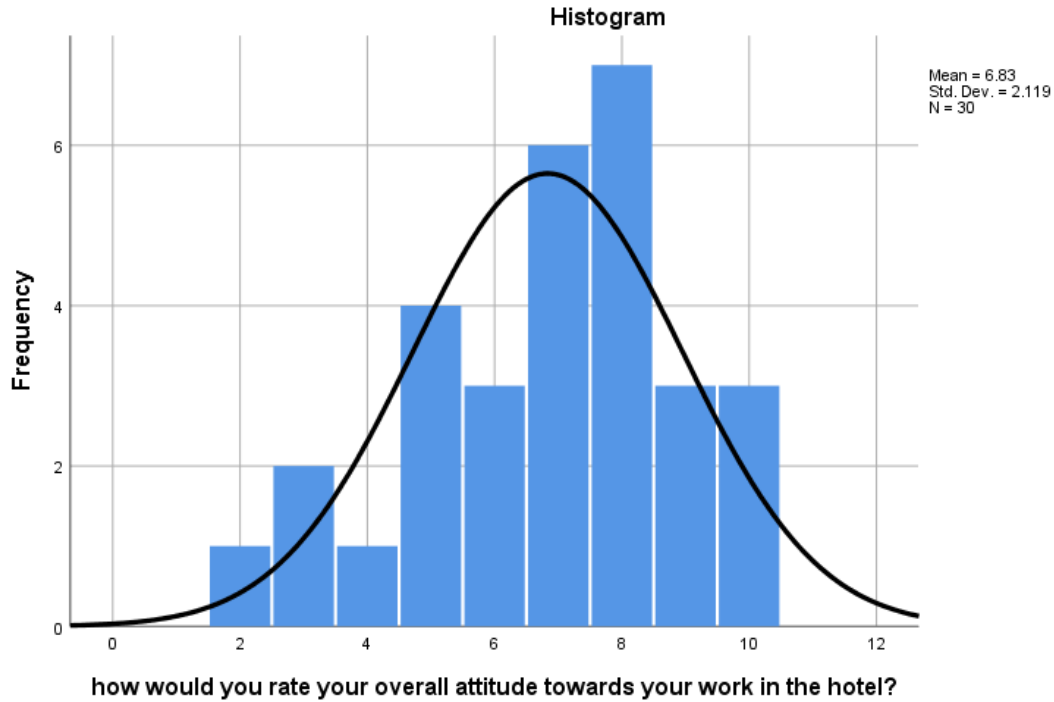
Table 15 : Statistics of job satisfaction sample

Statistics		
how would you rate your overall attitude towards your work in the hotel?		
N	Valid	30
	Missing	0
Mean		6.83
Median		7.00
Minimum		2
Maximum		10

Source : Developed using Spss

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Figure 18 : Distribution of job satisfaction sample



Source : Developed using Spss

**Comment :** From our statistics, on a scale of 1 to 10 employees feeling towards their work in the hotel averaged at 6.83 with the minimum being 2 and the maximum being 10, we can also see that the most repeated answer is 8.

**Q10 : How likely are you to recommend to work in the hotel and what are the reasons ?**

Table 16: Distribution of employees recommendation sample

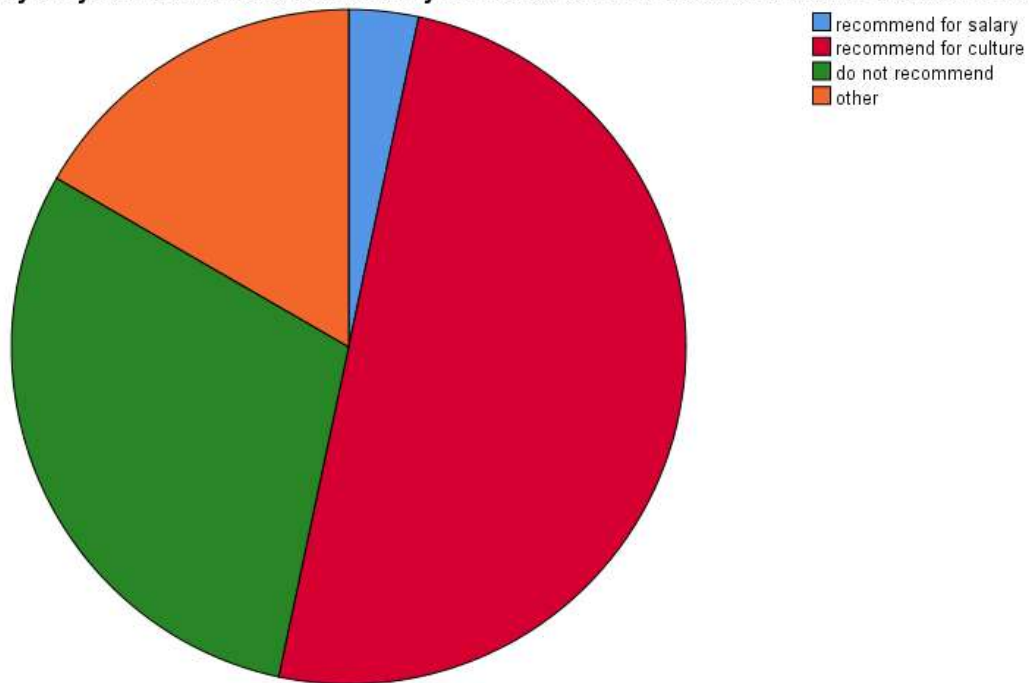
### Chapter 3 : The Sheraton Experience – Case Study

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid recommend for salary	1	3.3	3.3	3.3
recommend for culture	15	50.0	50.0	53.3
do not recommend	9	30.0	30.0	83.3
other	5	16.7	16.7	100.0
Total	30	100.0	100.0	

Source : developed using Spss

Figure 19 : Distribution of employee recommendation sample

how likely are you to recommend the hotel to your friends to work at the hotel and what are the reasons?



Source : Developed using Spss

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**Comment :** We can notice that only one employee recommended the job for the salary, while 50% recommended it for the culture, 30% did not recommend it at all while 16.7% recommended to job for other reasons.

#### Q11 : How would you describe the culture in our workplace?

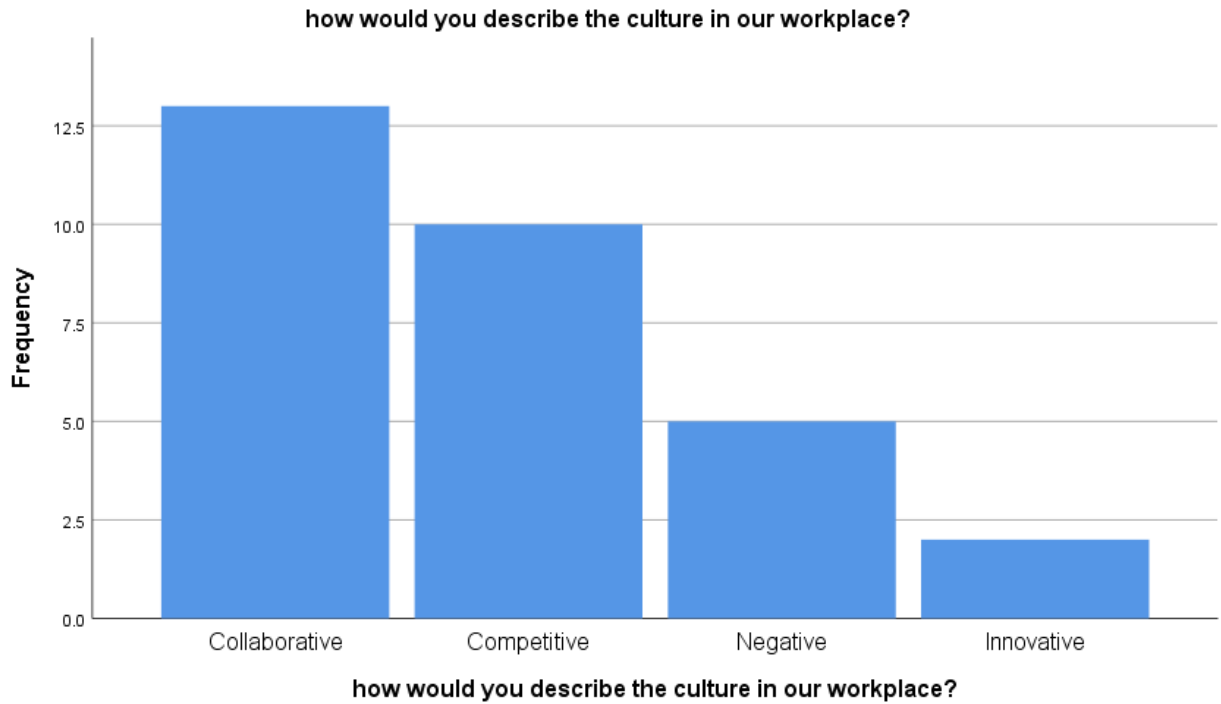
Table 17 : Distribution of company culture sample

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Collaborative	13	43.3	43.3	43.3
	Competitive	10	33.3	33.3	76.7
	Negative	5	16.7	16.7	93.3
	Innovative	2	6.7	6.7	100.0
	Total	30	100.0	100.0	

Source : Developed using Spss

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Figure 20 : Distribution of company culture sample



Source : developed using Spss

**Comment :** We observe that 43.3% see the culture of the workplace to be collaborative ,33.3% see it to be competitive , 16.7% say it is negative and 6.7% state that it is innovative.

Table 18 : Crossing between attitude and company culture sample

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how would do you describe yourself as a person? * how would you describe the culture in our workplace? Crosstabulation			how would you describe the culture in our workplace?				Total
			Collaborative	Competitive	Negative	Innovative	
how would do you describe yourself as a person?	Optimistic	Count	9	5	0	2	16
		% within how would do you describe yourself as a person?	56.3%	31.3%	0.0%	12.5%	100.0%
	Pessimistic	Count	0	2	1	0	3
		% within how would do you describe yourself as a person?	0.0%	66.7%	33.3%	0.0%	100.0%
	Realistic	Count	4	3	4	0	11
		% within how would do you describe yourself as a person?	36.4%	27.3%	36.4%	0.0%	100.0%
Total	Count	13	10	5	2	30	
	% within how would do you describe yourself as a person?	43.3%	33.3%	16.7%	6.7%	100.0%	

Source : Developed using Spss

**Comment :** We learn that 56.3% of optimists see their workplace culture as collaborative and 12.5% as innovative, though 66.7% of pessimists see their work environment to be competitive and 33.3% perceive it to be negative, Realists seem to have balanced answers all around with 36.4% both to be collaborative or negative.

**Q12 : How would you rate the level of communication in our workplace?**

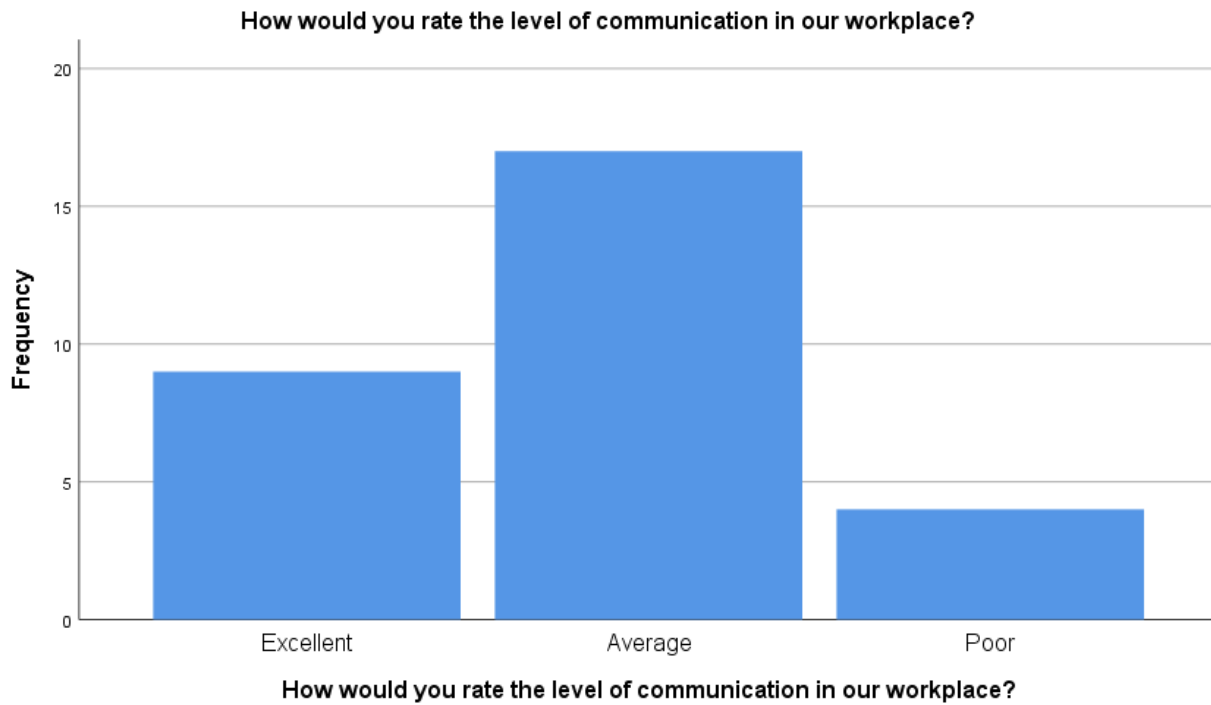
Table 19 : Distribution of communication level sample

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		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Excellent	9	30.0	30.0	30.0
	Average	17	56.7	56.7	86.7
	Poor	4	13.3	13.3	100.0
	Total	30	100.0	100.0	

Source : Devolped using Spss

Figure 21 : Distribution of communication level sample



**Comment :** We note that 56.7% of employees perceive communication in the workplace to be average, 30% see to it as excellent, 13.3% describe it to be poor.

**Q13 : How engaged do you feel with the culture and values of our workplace ?**

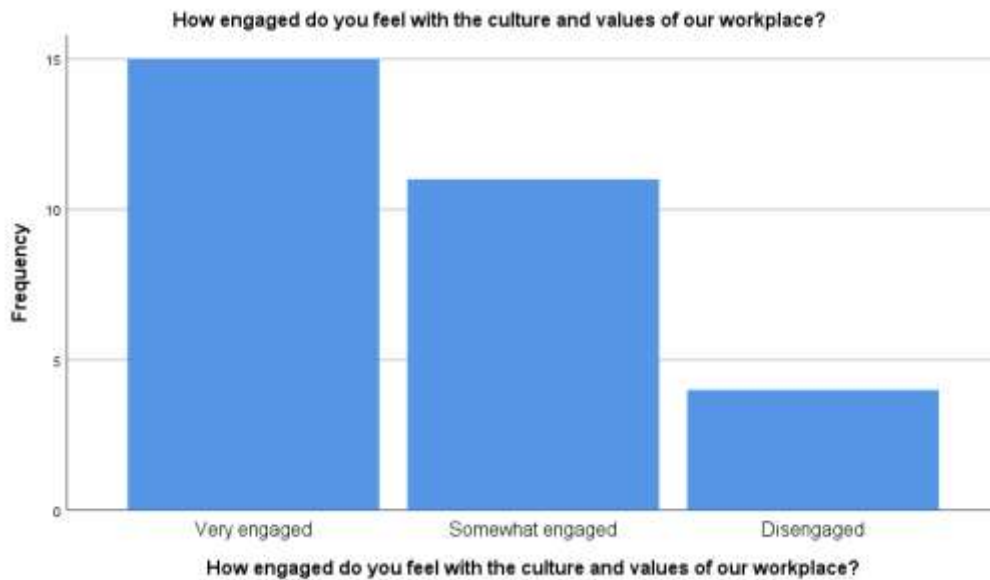
Table 20 : Distribution of employee culture engagement sample

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How engaged do you feel with the culture and values of our workplace?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very engaged	15	50.0	50.0	50.0
	Somewhat engaged	11	36.7	36.7	86.7
	Disengaged	4	13.3	13.3	100.0
Total		30	100.0	100.0	

Source : Developed using Spss

Figure 22 : Distribution of company culture engagement sample



Source : Developed using Spss

**Comment :** Very engaged about the culture and values of the workplace is the highest answer at 50%, 36.7% is the percentage of employees who feel somewhat engaged about the culture and values, 13.3% feel disengaged.

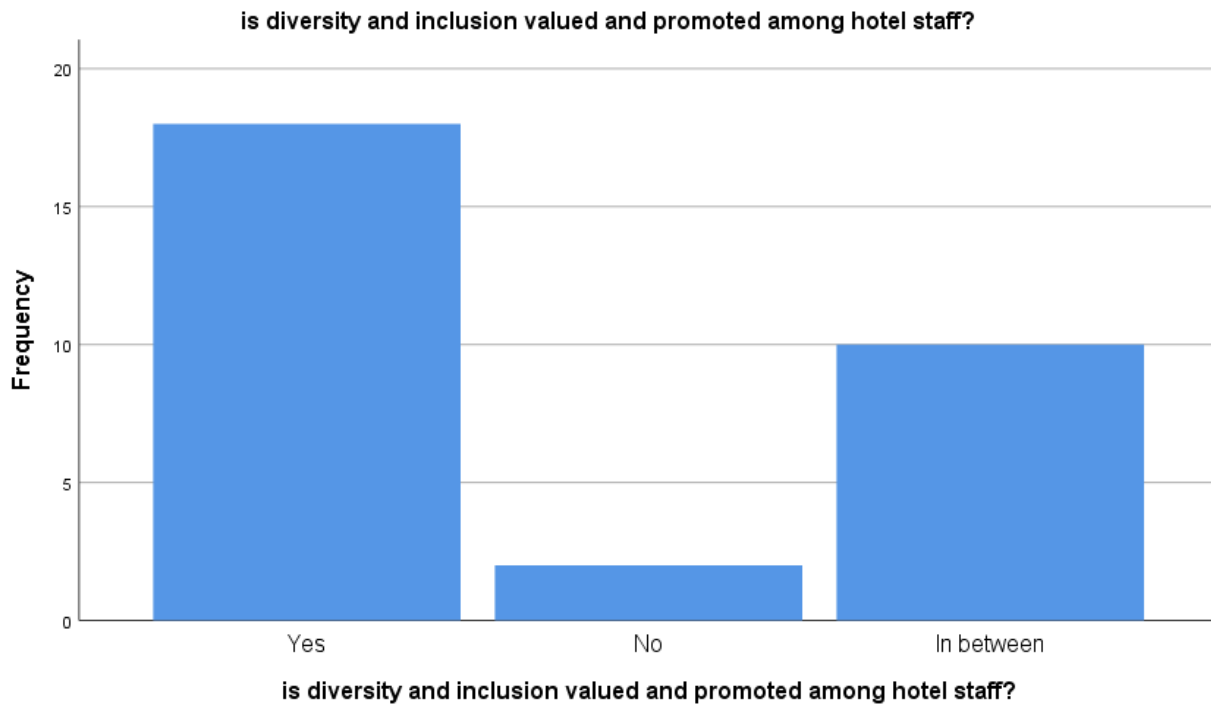
**Q14 : Is diversity and inclusion valued and promoted among hotel staff?**

Table 21 : Distribution of Diversity value sample

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	18	60.0	60.0	60.0
	No	2	6.7	6.7	66.7
	In between	10	33.3	33.3	100.0
	Total	30	100.0	100.0	

Source : Devolped using Spss

Figure 23 : Distribution of diversity value sample



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Source : Developed using Spss

**Comment :** 60% of employee say that diversity and inclusion is valued among hotel staff , 6.7% say it's not valued while 33.3% say it's in between

**Q15 : Are you more close to your colleagues from your region or other regions?**

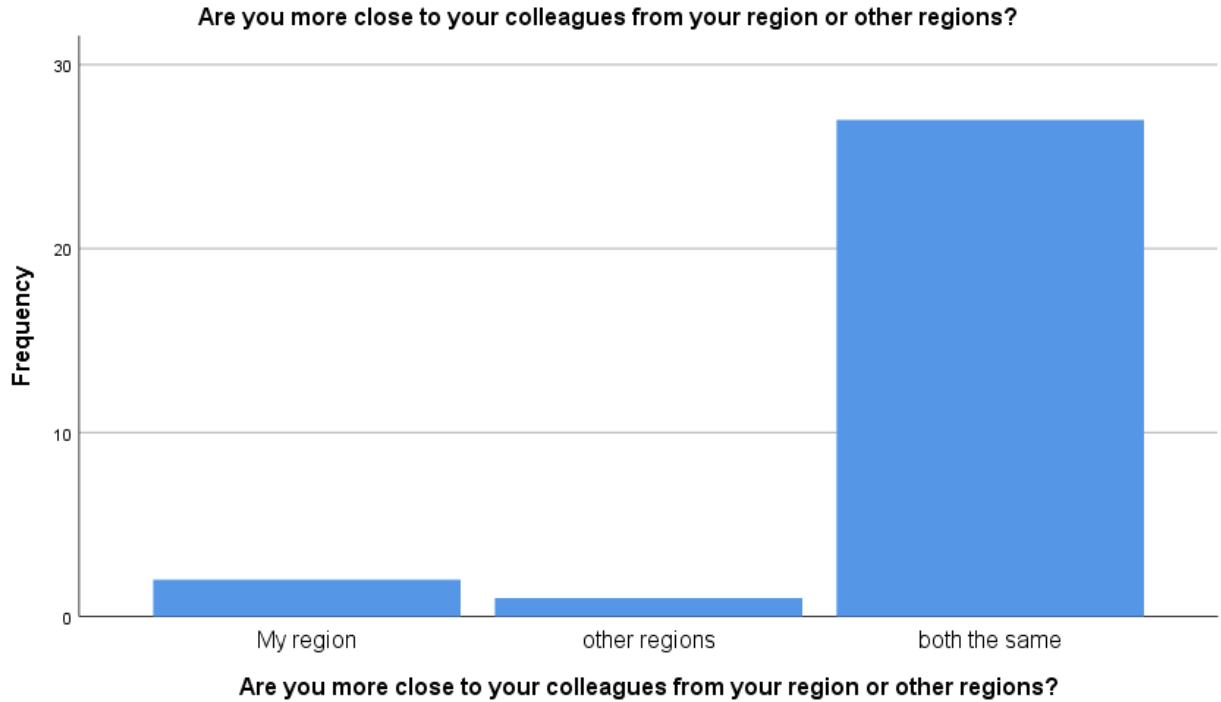
Table 22 : Distribution of employees colleague preference sample

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	My region	2	6.7	6.7	6.7
	other regions	1	3.3	3.3	10.0
	both the same	27	90.0	90.0	100.0
	Total	30	100.0	100.0	

Source : Developed using Spss

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Figure 24 : Distribution of employee colleague preference sample



Source : Developed Using Spss

**Comment :** 90% of employees are close to their colleagues regardless of their region, 6.7% say that they are close to their colleagues from their region while 3.3% are close to their colleagues from other regions.

**Q16: How would you define leadership exhibited in this hotel?**

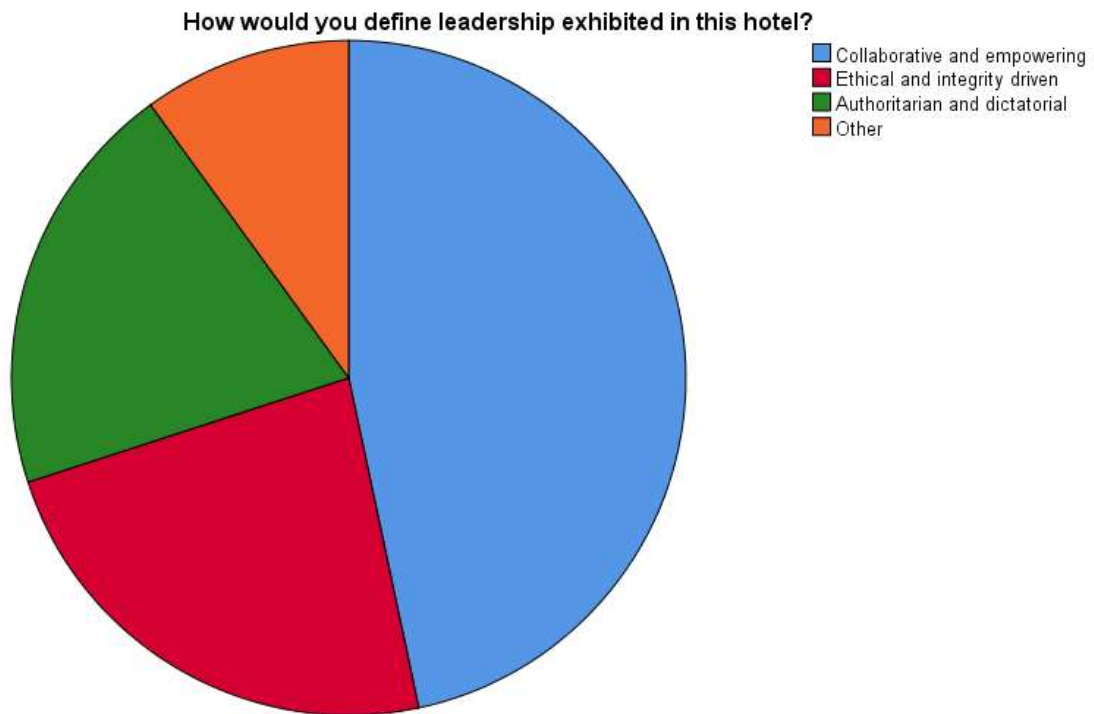
Table 23: Distribution of Leadership perception sample

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		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Collaborative and empowering	14	46.7	46.7	46.7
	Ethical and integrity driven	7	23.3	23.3	70.0
	Authoritarian and dictatorial	6	20.0	20.0	90.0
	OTHER	3	10.0	10.0	100.0
	Total	30	100.0	100.0	

Source : Developed using Spss

Figure 25 : Distribution of Leadership perception sample



Source : Developed Using Spss

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**Comment :** 46.7% of employees describe their leaders as Collaborative and empowering, 23.3% see them as ethical and integrity driven, 20% find them authoritarian and dictatorial and 10% Say otherwise.

**Table 24 : Crossing between Company culture and leadership perception**

how would you describe the culture in our workplace? * How would you define leadership exhibited in this hotel? Crosstabulation			How would you define leadership exhibited in this hotel?				Total
			Collaborative and empowering	Ethical and integrity driven	Authoritarian and dictatorial	Other	
how would you describe the culture in our workplace?	Collaborative	Count	10	2	1	0	13
		% within how would you describe the culture in our workplace?	76.9%	15.4%	7.7%	0.0%	100.0%
	Competitive	Count	4	2	3	1	10
		% within how would you describe the culture in our workplace?	40.0%	20.0%	30.0%	10.0%	100.0%
	Negative	Count	0	2	2	1	5
		% within how would you describe the culture in our workplace?	0.0%	40.0%	40.0%	20.0%	100.0%
	Innovative	Count	0	1	0	1	2
		% within how would you describe the culture in our workplace?	0.0%	50.0%	0.0%	50.0%	100.0%
	Total	Count	14	7	6	3	30
		% within how would you describe the culture in our workplace?	46.7%	23.3%	20.0%	10.0%	100.0%

Source : Developed using Spss

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**Comment :** We learn that 76.9% of employees who describe the workplace culture as collaborative see their learders as such, while only 40% of employees who describe the culture as competitive see their leaders as collaborative, 30% of them see them as authoritarian and dictatorial. 40% of employees who perceive their culture as negative see their leaders as either ethical or dictatorial and 50% of employees who describe the culture as innovative describe their leaders to be ethical.

### 2. Discussion of results and recommendation

We note that many factors affect employee's attitude and perception of culture, that is why even with the use of crosstabulation, results seem to vary drastically, one explanation to that would be that the hotel has many departements which results in employees having different opinions and visions of the culture, attitudes, and leadership.

Recommendation : Although Sheraton is a five star renowned hotel, it should still has work to establish on many levels

Comparing attitude to age has insighted us on how generational diffrences can affect attitudes, behaviors, preferences and opinions, according to our survey, the majority of Gen Z seem to be realists, while the majority of Millennials and Gen X appear to be optimistic.

Enthusiam towards coming to work can be an indicator of employee engagement and job satisfaction, which refers to the level of emotional connection and commitment that employees have towards their work and the hotel at large, as we learned, most employees (40%) of which of them 62.5% have positive attitudes have high levels of enthusiasm which makes us suggest that they are engaged and satisfied with their jobs, while all employees with negative attitudes feel

### Chapter 3 : The Sheraton Experience – Case Study

dread coming to work. We can conclude that attitude has a lasting impact on employee engagement and job satisfaction.

It is concerning that 100% of pessimists in the survey felt dread coming to work. As an employer, it is important to address this issue and provide additional support to help them overcome their negative attitudes towards work. This can be done through one-on-one coaching or counseling sessions to help them identify the root cause of their negativity and develop coping strategies.

The majority of respondents in the survey demonstrated a willingness to improve their skills. This is a positive sign and should be encouraged by providing employees with opportunities to learn and develop their skills. It is also important to recognize and reward employees who show a growth mindset, as this can motivate others to follow suit.

The survey results can provide valuable insights into the customer service standards of the organization. Employers should use this information to inform future customer service standards, ensuring that they are tailored to meet the needs and preferences of guests. This may involve setting clear expectations for behavior and attitudes towards guests, and providing ongoing training and feedback to ensure that employees are meeting these expectations.

the majority of respondents demonstrate a positive and supportive attitude towards their colleagues in their work. managers should encourage and reward this behavior, as it helps to create a positive work environment and can lead to improved team performance. This can be done through recognition programs, team-building activities, or other incentives.

employees' average feeling towards their work in the hotel is 6.83, which suggests there may be areas for improvement. Employers or managers should identify the reasons behind this score and take steps to address any issues that may be negatively impacting employee satisfaction. This

### Chapter 3 : The Sheraton Experience – Case Study

may involve conducting follow-up surveys or focus groups to gather additional feedback and insights. results also indicate that the most repeated answer is 8, suggesting that a significant number of employees have positive feelings towards their work in the hotel. Employers should recognize and reward this positive sentiment to help reinforce it and encourage continued positive feelings among employees.

results indicate that 50% of respondents recommended the job for its culture, suggesting that Sheraton has a positive and well-established. managers should work to build and maintain a positive work culture that promotes collaboration, open communication, and respect among employees. This can help employees feel more engaged and invested in their work, leading to increased job satisfaction. Some employees recommended the job for other reasons such as experience and career.

results indicate that 43.3% of respondents see the culture of the workplace as collaborative, suggesting that this is a positive aspect of the workplace culture. results indicate that 33.3% of respondents see the culture of the workplace as competitive, suggesting that some employees may feel stressed or pressured by the competitive environment. 16.7% of respondents see the culture of the workplace as negative. Employers or managers should identify the reasons behind this feedback and take steps to address any issues or concerns that may be negatively impacting workplace culture. results indicate that only 6.7% of respondents see the culture of the workplace as innovative. Employers or managers should encourage innovation by providing opportunities for employees to experiment with new ideas and approaches.

Loo bloom from the movie nightcrawler says “they’ve done studies, and they found that in any system that relies on cooperation, from a school of fish or say even a professional hockey team for example, these experts have identified communication as the number one single key to success”. The survey results indicate that over half (56.7%) of the employees perceive communication in the workplace to be average. Employers or managers should consider implementing new communication channels or improving existing ones to enhance workplace

### Chapter 3 : The Sheraton Experience – Case Study

communication. This may include regular team meetings, weekly newsletters, or other forms of communication that enable employees to stay informed and connected with one another.


33.3% say that diversity and inclusion is valued in between while 90% of employees are close to their colleagues regardless of their region, this may suggest that although the vast majority of employees are culturally sensitive, they feel that other employees don't feel the same way, all things considered, In Sheraton Club des pins a culture of inclusivity and awareness is fostered it's just that some employees don't know it and they should.

Different departments described their leaders differently, The survey results indicate that almost half (46.7%) of the employees describe their leaders as collaborative and empowering example would be Mr. Samy the switchboard supervisor. Employers or managers should encourage collaborative leadership styles by fostering open communication, seeking input from employees, and empowering them to make decisions. Results also indicate that 23.3% of employees see their leaders as ethical and integrity-driven, an example would be how the concierge employees described the chef concierge Mr. Ahmed. Employers or managers should prioritize ethical leadership by setting a positive example, communicating clear expectations, and holding leaders accountable for their actions. 20% of employees find their leaders to be authoritarian and dictatorial. Employers or managers should investigate the reasons behind this feedback and take steps to address any issues or concerns that may be contributing to this perception. This may involve providing additional training to leaders on effective leadership styles or implementing new policies or procedures to promote more collaborative and empowering leadership.

On another note, we learned that 76.9% of employees who see the workplace as collaborative see their leaders as such while 40% who perceive the culture to be negative see their leaders as authoritarian and dictatorial, this insight has lead us to believe that how an employee feels about

### Chapter 3 : The Sheraton Experience – Case Study

his colleagues and work environment can drastically affect how he perceives leadership, collaborative employees experience collaborative leaders while the inverse is otherwise.



**General  
Conclusion**

## General conclusion

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Our main motive for conducting this study is to shed light on the role of attitude and culture in employee's professional lives, as this topic is very under-discussed in education and only slightly explored in companies, even though these elements are critical for the advancement and success of any given organization.

The idea we want to defend is that the success and performance of a company depend significantly on the quality of its employees. The human resources of a company, in particular, are most important to achieving organizational goals and objectives. Thus, in today's business environment, companies must recognize the value of their employees and ensure that they are satisfied, motivated, and engaged in their work.

To achieve this, it is essential for companies to create a positive work environment that promotes employee well-being and fosters a culture of respect, collaboration, and trust. This is where the attitudes and culture of employees come into play. If employees have positive attitudes towards their work and their colleagues, and they share the company's values and goals, they are likely to be more productive, efficient, and committed to the organization.

On the other hand, if employees have negative attitudes towards their work, such as feeling disengaged, demotivated, or unhappy, it can have a detrimental impact on the company's performance. Employees who do not feel valued, supported, or recognized may become disengaged and unproductive, leading to a decline in the quality of work, missed deadlines, and low morale and it is essential for managers and organizations to foster a positive work

environment to enhance employee well-being, engagement, and performance therefore we deny our third hypothesis.

Therefore, in today's business environment, companies must prioritize the attitudes and culture of their employees to maintain a competitive advantage. By creating a positive work environment that fosters a culture of respect, collaboration, and trust, companies can attract and retain the best talent, increase employee productivity motivation, satisfaction and efficiency, and ultimately achieve their organizational goals and objectives thus we confirm our first hypothesis and deny our second hypothesis.

There are several ways a company can encourage positive attitudes for their employees including Providing opportunities for growth and development, training their staff to give excellent guest service, encourage employees to leave all their problems behind when they come to work and appreciate smiles and small talks with colleagues, always innovate and improve on work elements so employees don't feel stuck in their jobs,

As for creating a positive work culture, the company must establish clear values and missions that go hand in hand with their brand image, Adjust leadership to the teams style, encourage open communication , celebrate diversity and success and encourage work-life balance.

► The limits we encountered throughout this research :

- A near impossibility doing our survey, mainly from the rejection of HRM to give forms to employees and the workers being busy with their work
- The difficulty of accessing books concerning the subject due to its rarity.
- The subject being too vast and the difficulty of inter-linking the two axes with one another for the work to be cohesive.

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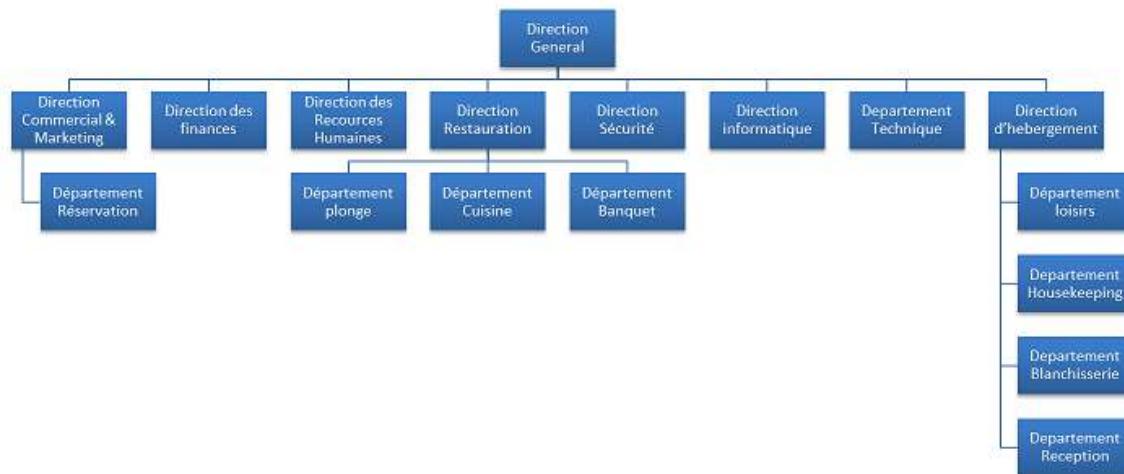
# Annexes

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Annex 1 :



Annex 2 :



Annex 3 :



Annex 4 :

### **Employee Satisfaction and Attitude Survey Questionnaire**

Dear Hotel Staff, My name is Youcef Boundedjar and I am a front office trainee, I am conducting a survey to understand the attitudes and culture of our hotel, and we value your feedback, note that your participation in this survey is fully voluntary and anonymous and will only be used for academic purposes, so feel free to answer to the upmost honesty, and if there are any questions concerning the survey you can always reach me out

Thank you in advance for your participation.

**Questions :**

- 1. How old are you? .....**
  
- 2. What Wilaya do you come from ?**  
  
.....
  
- 3. How would do you describe yourself as a person**
  - a) Optimistic ( a positive person)
  - b) Pessimistic (a negative person)
  - c) Realistic (neither positive or negative)
  
- 4. Do you feel enthusiastic coming to work or do you dread coming to work?**
  - a) I feel enthusiastic coming to work
  - b) I often dread coming to work
  - c) Neither, I feel completely the same on my work days and offs
  
- 5. Do you demonstrate a willingness to learn and improve your skills in your role at the hotel?**
  - a) Yes, Always
  - b) Occasionally
  - c) Never
  
- 6. Do you maintain a professional and courteous attitude towards guests at all times?**
  - a) Yes
  - b) Sometimes
  - c) No
  
- 7. Do you show empathy and understanding towards guest complaints or concerns?**
  - a) Always
  - b) Most of the time
  - c) Rarely to never
  
- 8. Do you demonstrate a positive and supportive attitude towards your colleagues In their work at the hotel?**

- a) Yes
- b) Depends on the mood
- c) No

**9. On a scale of 1 to 10, how would you rate your overall attitude towards your work in the hotel? (1= Extremely negative, 10 = Extremely positive)**

.....

**10. how likely are you to recommend the hotel to your friends to work at the hotel and what are the reasons?**

- a) I recommend it for the salary
- b) I recommend it for the culture
- c) I do not recommend it at all
- d) I recommend it for other reasons .....

**11. How would you describe the culture in our workplace?**

- a) Collaborative
- b) Competitive
- c) Negative
- d) Innovative

**12. How would you rate the level of communication in our workplace?**

- a) Excellent
- b) Average
- c) Poor

**13. How engaged do you feel with the culture and values of our workplace?**

- a) Very engaged
- b) Somewhat engaged
- c) Disengaged

**14. Is diversity and inclusion valued and promoted among hotel staff?**

- a) Yes
- b) No
- c) In between

**15. Are you more close to your colleagues from your region or other regions?**

- a) My region
- b) Other regions
- c) Both my region and other region the same

**16. How would you define leadership exhibited in this hotel?**

- a) Collaborative and empowering.
- b) Ethical and integrity-driven
- c) Authoritarian and dictatorial
- d) Other

Thank you again for your participation.

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