Significance of Written English in Business Communication: An Analytical Study with Reference to Star Hotels of Dubai

THESIS

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CERTIFICATE

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This is to certify that the thesis entitled **"Significance of Written English in Business Communication: An Analytical Study with Reference to Star Hotels of Dubai"** and submitted by **Mubeena Rahaman** ID No **2006PHXF030U** for award of Ph.D. Degree of the Institute embodies original work done by her under my supervision.

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TITLE OF THE THESIS: Significance of Written English in Business Communication:
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ABSTRACT:

This study attempted to prove that effective use of written Business English in communication is vital in the hotel industry. Additionally, the research attempted to prove that the written English Competency skills of employees are important to increasing overall organizational efficiency and productivity in Dubai's hotel industry. Moreover, the research attempted to prove that evaluating the written English language skills of prospective heads of departments (HOD), managers and supervisors is often overlooked by many organizations in the hotel industry in Dubai. The study focused on employees' written English Language skills and oral and written 'methods' (interchangeably used as 'forms') of business communication in the hotel industry in Dubai.

Additionally, this study reviewed existing research on the topic. The literature review also presents opinions raised by the authors on the topic of Business English Communication in hospitality organization including the hotel industry. The concept that the employees' written English Language Competency impacts an organization's productivity and efficiency is addressed as well. This study used qualitative research design in which 30 questionnaires were printed and distributed to various human resource managers in 3-, 4- and 5-star hotels across Dubai. The collected data was analyzed using percentages, figures, tables and charts based on the respondents' feedback. Chapter five, tests the stated research hypotheses through the use of Chi-Square test (χ^2), with an aim of rejecting or accepting the stated assumptions. The findings proved that effective use of written and oral business methods of communication were significant in the hotel industry, resulting in high performance and profitability. Besides, good written English communication skills were important for an organization's improved efficiency and

productivity. When there is effective communication, organizational operations are handled as required by all the employees resulting in high levels of employee efficiency and productivity. Moreover, the study revealed that high employee performance, profitability and growth in the hotel industry in Dubai were aspects associated with effective and clear communication within a particular organization.

Furthermore, the research proved that evaluation of employee written competency English skills was an aspect overlooked by many organizations in the hotel industry in Dubai when hiring employees in the levels of HOD, Managers and Supervisors. Based on this research, a number of recommendations for various organizations in Dubai's hotel industry regarding implementing effective Business English methods of communication and clear communication have been stated. Additionally, it is important for organizations to consider evaluation of prospective employees' written English Language Competency skills for positions of HOD, Managers and Supervisors. Every organization in Dubai's hotel industry should implement employee English skills training for those employees who lack the ability to effectively communicate in English.

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To the memory of my beloved mother

Whose spirit and fondness continues to lead me forward!!

To my wonderful father

for being 'the rock' in my life

Whose support is more than I will ever be able to express…..

Thanks dad, for the 'you' in 'me'!

CHAPTER 1

INTRODUCTION

1.1. Business English and Business Communication

Although the British Council estimates English as the third major language in the world, with approximately two billion speakers, it has surfaced as the global speech of business communication, mainly in certain industries including travel, hospitality, manufacturing and construction, healthcare and economics. According to Andrews & Andrews (2007), English extended throughout the globe because of English colonial rule and allowed many of the native populations, over which they presided, to study English. English is accepted as the standard for communication in numerous African and Asian states, which previously had dissimilar speeches and dialects. English soon turned into the acknowledged normal language for worldwide trade and business.

Business communication entails a steady flow of information with response being an essential component. Language of business communication is goal oriented. The policies, regulations and guidelines of a business must be communicated to people inside and outside the business. Business communication is synchronized by certain policies and norms. Previously restricted to red tape, telephone calls, etc., technological advances introduced cell phones, emails, video conferencing, and satellite communication. Efficient business communication helps in building an organization's benevolence (Bovee & Thill, 2004). There are two basic forms of communication:

(1) Oral communication – may be official or unofficial. Normally, this form of business communication is an official means of communication, such as group discussions, meetings,

interviews and speeches, among others. A company grapevine is an example of unofficial business communication.

(2) Written communication – including reports, manuals, and agendas, among others. It is mostly official in nature. It is preferred during situations where there is a need to record and document.

In the hotel industry, business communication helps in both oral and written communication skills. One should be able to write formal reports and other business correspondence, make efficient presentations, and prepare for and chair meetings. These help the staff develop the skills essential for effective management communications in the hospitality business. Hotels around the globe are continuously looking for English speaking personnel for working at reception desks and in the eateries and other hotel service centers. Even smaller facilities, like bed and breakfasts and family managed hotels, are keen to employ English-speaking workers. Individuals interested in working in the hotel industry often learn English as an overseas language or English as a succeeding language in an effort to advance in their profession. It is expected that hotel employees possess the capability for conversing well in English and high quality written skills for standard errands like billing, giving instructions, and universal business associations (Harris, 2007). Workers communicating directly with customers, such as attendants, waiters or hosts, must be of a smart appearance, possess an expert and pleasing manner while being fluent in English communication skills. Proficient English skills, therefore, are important for sustaining guests and attracting new customers.

According to Mary (2009), customer service personnel include bartenders and wait staff. These employees come in direct contact with the customers, and must be efficient English communicators. This begins from the greeting and welcoming of customers. For instance, "Good morning, my name is James and I will be your waiter today." Additionally, English efficiency is

important for taking orders. For instance, "How would you like your steak, well done, rare, or medium?" It is also important for asking questions effectively. For instance, "How many people will be attending your party?" Additionally, in making suggestions, efficient English is required. For instance, "If I were asked, I would try the hamburger today, it's very fresh." Again, when it comes to offering help, excellent English is required. For instance, "Would you like me to assist you with your jacket?" In addition, in creating a rapport for polite conversation with the customer, for instance, "The weather looks fine today, don't you think so?"

1.1.1. Competency of Business English Skills

As international corporations expand around the world, significance of English language skills increases too. Businesses are increasingly distinguishing the connection between language expertise and production performance and many are seeking to evaluate and advance the Business English language proficiency of their workers. According to Verluyten (1997), argument, multilingual employees are invaluable assets to a global corporation's competitiveness. In his study Verluyten, concluded that lack of language expertise holds communication back, and without efficient communication, production performance is affected. Business English classes can provide international businesses the communication tools required for universal success. A valid and quantifiable financial return is found when investing in language and Business English teaching for workers. On the other hand, ineffective communication in the business environment places businesses at a significant drawback. Overall, good language skills are necessary in global businesses and investing in the growth of these skills is beneficial.

1.2. Background of the Study

Hospitality is the friendly and generous reception and entertainment of guests or strangers (Oxford Quick Reference Dictionary, 1996). Hospitality industry is the method of production by which the needs of the proposed guest by supplying the goods and services in a quantity and quality desired by the guest (Tideman, 1983). The hospitality industry includes hotels, motels, inns and bed and breakfast services apart from many other services. Hospitality is a harmonious mixture of tangible and intangible components- food, beverages, beds, ambience and the environment; and the behavior of staff. (Cassee and Reuland, 1983). Communication competence of the staff in order to better understand, comprehend and attend to the guest is one such intangible aspect which has received little scholarly attention. The scope of the present study is focused on the hotel sector of the hospitality industry.

1.2.1. Nature of the Hotel Industry in Dubai

In the past few years, Dubai has been recognized for the growth trend of its hotel industry, primarily due to its upscale qualities in terms of tourism destinations and its exquisite cuisines. Dubai's hotel industry faces problems in managerial practices because of its influence from western countries. It is also observed that there is a problem in the delivery of services in the hotel industry due to the lack of proper communication strategies across the entire industry. The local population in Dubai has continued perceiving the managerial positions in the hotel industry in general as illegitimate roles since they are not sensitive to the cultural and socio economical practices of the people of United Arab Emirates.

Through several studies, it has been learnt that the industry faces problems with the challenges of hiring experienced and qualified staff that conform to the socio cultural practices

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that are undertaken in the society (Carter & Dunston, 2006). There is excessive drawing of experts from various countries such as Sri Lanka, India and the Philippines to operate in the hotel industry in Dubai. As a result, there is an increasing need for educating staff regarding proper communication skills to enable the industry to forge ahead. The need for proper communication is also important since the United Arab Emirates is a common destination for many tourists around the world. In this case, it is important that the correct skills are put towards the overall management and profitability of the hospitality industry.

Towards the beginning of the 21st century, Dubai experienced a significant departure from its reliance on hydrocarbons for revenues as most people moved towards the service-sector economy (Baum, 2006). Tourism has been the greatest contributor to economic growth in Dubai since the early 1990's and the trend has continued (Oxford Business Group, 2008). Despite that the hospitality sector of Dubai is being influenced by western countries. There are noticeable differences in the different sections of the Emirate. Similar situations may exist in other Emirates. For example, in the past few years, the region of Sharjah has strived for developing tourism products that appeal to a wider Islamic community, through the promotion of its museum and the heritage associated with this group (Carter & Dunston, 2006). The region recently launched the museum of Islamic civilization aimed at providing localized tourism products that touch on the Islamic world. Eventually, Dubai has been largely involved in developing hospitality and tourism industries influenced by western countries rather than concentrating on the local population.

Various developments, aimed at improving the hospitality industry in Dubai in the previous years, strive for appealing to the outside world to increase revenues generated from the industry. In terms of growth of its hospitality industry, Dubai can be described as an emirate that

always possesses the desire to be 'bigger' and 'better' icon in the whole world (Baum, 2006). Dubai has often attempted emulating and even out doing the west, in some aspects, in terms of its finances and tourism ability. At this point, it should be noted that Dubai might have defeated the west in some of its hotel facilities. Most developments in Dubai depict the world's experiences, with a careful combination of shopping, hotel and entertainment opportunities in a single location, appealing to consumers' needs. As such, Dubai has acted as the pioneer of the post-modern recreational tourism and hospitality industry. Their system of hospitality combines three main strategies including shopping, entertainment and the presence of uniquely designed and operated luxury hotels that have continued to be an icon of hospitality around the world (Andrews, 2007). This is a direct contrast to most other gulf countries that preserve hospitality facilities that favor local tourists rather than targeting the rest of the world.

Despite Dubai's continued growth in the hotel industry, it must provide innovative marketing strategies for maintaining its status, particularly with the recent global recession hitting the industry very hard. The recession created competition from facilities in the rest of the world, with some offering cheaper packages than Dubai. For instance, there was a drop in hotel occupancy in 2009 of up to 13 percent as compared with the previous year (Oxford Business Group, 2008). This drop mainly resulted from the global recession, with many tourists opting for cheaper packages. As such, Dubai has developed new methods of initiating a broad-spectrum industry that will target a wide range of people from differing economic capabilities and preferences. There is a quest to develop budget hotels for accommodating the rapidly growing population of middle-class tourists coming to Dubai in large numbers due to the introduction of low-cost flights into the United Arab Emirates.

In Dubai and the entire UAE, the Islamic faith has affected new trends in the hotel

industry that will involve adoption of business practices that are based on the laws of Muslim Shariah (Carter & Dunston, 2006). The regions embracing Islamic hotels have experienced significant acceleration in the growth of their hotel sectors. The hotels that contain aspects of Islam are very unique in some aspects of their activity and management. Islamic hotels in Dubai are known to contain special features such as traditional and unique uniforms for their staff, an official dress code for all the members of their staff, prayer rooms for both male and female clients and prayer mats (Carter & Dunston, 2006). Moreover, most of them practice strict religious adherences such as avoiding food with pork and providing their customers with conservative television channels in their rooms.

1.2.2. Different Levels of Communication in the Hotels

The employment of proper communication strategies in the hospitality industry all over the world is an important aspect that ensures satisfaction of the management, staff and customers alike (Oxford Business Group, 2008). Communication in the hospitality industry is an issue that has been in constant debate among employers and their staff. It is vital to the customer because it imparts a feeling of satisfaction as he pays for the product (food or rooms or facilities he is using) and for the service being offered. Delivering a service depends partly on the mode of communication and the skills portrayed. Communication in the industry will cover mainly two areas, including customer service and the interactions between the staff and management (Barrows & Powers, 2008). A proper coordination of these areas is essential for high quality services expected of the industry.

At the customer service level, hospitality communication is very important because it makes the client remember the reception during their last visit. For instance, a potential client

may be in a very bad mood but a smile from the staff attending to them can make a very big difference as to whether they will remember the same place in subsequent visits. Therefore, a positive atmosphere means a lot to the client and helps make the difference between just a place guests may pass and a place guests will remember. Providing service to clients with a smile is not only a selling point but is the current expectation of clients in the hotel industry (Andrews, 2007). Therefore, employees must develop a culture of embracing the phenomenon when offering services to clients. It is the requirement that employees smile at all times, despite their mood, noting that the customer is paying for that smile. Customers from overseas require a great deal of patience since most of them speak different languages than the employees, who may not understand with ease. Dealing with such customers requires a considerable level of 'putting up' because as it is commonly said, the customer is always right and should be given the right of service.

Moreover, hotel communication requires that the customer be given correct and useful information when necessary. Hotel attendants should be well versed in all the products and services provided by their hotels, including individual components of the menu and the ingredients of the various cuisines provided therein if the hotel is to win the hearts of their clients. It is also important that the staff be very well versed with information regarding transport, eating, and entertainment requirements of their clients. It has been noticed that guests appreciate very much and remember encounters with well-informed and courteous staff (Barrows & Powers, 2008).

In addition, proper hospitality communication between the staff and the management adds value to the services and products being offered. It is the responsibility of the management and employers to take time explaining and training their employees on the importance of

maintaining warm, welcoming and professional environment in their workplace, so their business can thrive by virtue of the right hospitality practices. The promotion of a positive atmosphere in the workplace by the employer can be accomplished by providing some things that may seem inconsequential, such as creating a nice staff room with facilities for workers to relax during their breaks (Barrows & Powers, 2008).This helps create a positive attitude among the staff members because they will feel appreciated and cared for by their employer. Obviously, this will result in improved performance in terms of helping the hotel industry to grow further. Also, this attitude will create a breed of loyal and faithful staff, concerned with the ultimate growth of the business. The sense of appreciation makes them try to give more towards the hotel. Good communication between staff and management is the epitome of communication in this sector because it is passed to the level of communication between staff and guests (Andrews, 2007). For instance, a communication by the staff requiring the replacement of old utensils will be completed in advance, ensuring that staff members are comfortable when approaching clients. Therefore, communication in the hotel industry is a two-way process, requiring that employees communicate clearly and in a timely fashion, while management listens, making certain that all their staff requirements are known early.

The most important asset for any management team in the hospitality industry is a smiling and happy staff. The Dubai hotel industry is no exception. People who are bad tempered should not work in the hotel industry because this is a sector that concentrates on helping people relax and enjoy themselves. Potential clients in any hotel setting expect to find a cool and lovely environment so as to willingly spend their money on such a facility. A happy and relaxed atmosphere assures the management and staff that their guests will return and recommend their facility (Baum, 2006). Employers should invest in adopting effective hiring techniques through

proper personality and skills assessments of prospective staff before hiring. In all levels of communication, there is evidence of the written component. For example, a communication from the management to staff regarding schedule changes is usually done through memos distributed to all concerned departments.

The importance of communication skills in the hotel industry, therefore, plays a big role in the establishment of relationships between members of organizations and those that visit these organizations in need of their services. Organizations rely on culture and communication methods to ensure trust and satisfaction among their members (Andrews, 2007). Communication is the primary factor influencing the establishment of relationships between different levels in an organization and also serves as the main avenue of distributing information in all components of an organization. Communication helps reveal possible problems and ensures that tasks are made smoother, creating quality services and products for their customers. In a service-oriented sector such as the hotel industry, it is important that communication skills are emphasized for both written and spoken aspects, so that the sector can run smoothly because its service delivery depends on how information is passed to its customers. Dubai's hotel management agrees with the importance of communication in the sector and is willing to spend large sums of money to ensure that all employees are trained on the importance of written English language skills. However, only a small percentage of employees undergo in-house training. However, there is an imminent setback because there is no system that ensures all the employees hired are competent in the written English language.

1.3. Statement of Problem

Due to globalization and the changing nature of the business environment, English

language is universally accepted as the international business "lingua franca". English language today is regarded as key communication language for all organizations in the hospitality industry. All the employees in these organizations are required to communicate in English due to the diverse nature of the industry and its customers. Many employees working in various hotels worldwide use English language as the main communication, especially when communicating with foreign customers. Harun & Blue (2007) indicated a growing need within the hospitality industry to hire and employ employees with excellent English communication skills. From their research, these skills were considered important when communicating with various guests and customers. In conclusion, Harun & Blue, indicated that organizations in the hospitality industry require qualified employees who possess excellent communication skills primarily as a way of increasing service quality.

Additional studies, by Charles (2007), on cultural diversity indicate the significance of increasing communication diversity, primarily as a way of creating effective communication within and outside the organization. According to Charles, effective and excellent communication is significant in increasing employee performance and profitability for various organizations existing within the hospitality industry. Employees in the hotel industry are required to speak fluent English and have good writing skills for organizational tasks such as billing, general organizational correspondence and giving directions. Good written English skills are considered an important prerequisite for ensuring success and growth in hospitality industries. Many organizations fail to emphasize the need of these skills, however, when hiring employees. Research indicates that many organizations in the hospitality industry ignore employee written competency skills when hiring, despite these skills being of great value within these organizations. This study attempts to prove that written English language skills are

important for better efficiency, productivity and profitability in the hotel industry in Dubai. Additionally, it attempts to prove that employee written competency English skills and entry level testing is lacking in the hotels in Dubai.

1.4.   Statement of Purpose

The purpose of this study is to examine in depth the usage of English Language as the main Business Communication medium in hotel industry in Dubai. By examining the usage of English language in the hotel industry the study intends to establish the fact that efficient use of English language skills goes a long way in adding quality to the existing rating criteria. Additionally, the study intends to highlight the lacunae of the focus on effective communication skills by employees as a major contributing factor of quality and standard to the hotel. Moreover, the study intends to find out qualitatively, how effective written English skills are crucial for better efficiency and productivity in the hotel industry.

This study has a qualitative design, which is appropriate for a number of reasons. Qualitative research is a methodology involving direct interaction with the respondents, and seeks to gain a holistic description of events as they occur in their natural settings (Bell, 2006). It involves the use of direct interviewing techniques such as focus groups, in-depth interviews and direct observations based on case studies. This methodology is qualitative as opposed to quantitative methodology, which attempts to collect data through objective methods (Trochim & Donelly, 2006). The chosen method allows the researcher to interact with individuals by administering open-ended questions that offer direct quotations. Unlike quantitative research, which attempts to detach the researcher from the investigation, the interviewer is a very important aspect of the investigation. This methodology is best suited for exploratory research.

As opposed to quantitative methodology, qualitative design allows one to uncover the respondents' perceptions, attitudes and behavior towards a company's products or whichever topic is in question. This helps understand the motivation behind human actions and make clear judgments and decisions (Bell, 2006).

Qualitative research is investigative in nature. It allows a researcher the flexibility to engage with the participants according to their styles and individual personalities. This helps the researcher to probe into the responses offered by asking why or how, allowing participants a chance to elaborate on their answers, and give reasons behind individual experiences. This is important as not all topics can be quantified. In addition, this reduces assumptions of the topic being studied, hence making the data more reliable (Zikmund, 2003). Using open-ended questions in qualitative investigation gives the respondents an opportunity to answer in their own words as opposed to the fixed responses in quantitative research. Using open-ended questions evokes meaningful responses that are relevant to the respondent. It also enables a researcher to get unexpected responses which are rich and explanatory, hence further enriches their understanding of the topic as is seen by the participants.

One of the major advantages for carrying out qualitative research is its ability to generate new theories and hypotheses. A researcher is exposed to the phenomenon under interest and by living it, becomes experienced. This triggers a fresh perspective of looking at the topic and one is likely to formulate personal ideas about the cause and effect. There is a special value of qualitative research that makes it ideal for investigating complex and sensitive topics. When it comes to issues such as human sexuality or God and religion, one needs to have a deep understanding of how people view and feel about these issues. A quantitative study only offers a few key standings or positions to these issues, which would not serve much in understanding of

the issue under study. While some quantitative studies are quite detailed, quantitative research still limits and shapes the analysis (Trochim & Donelly, 2006). For instance, the descriptive statistics are fairly limited and hence there is a lot of generalization. Qualitative analysis allows for extensive detail, as it is very much involving. The data collected in a qualitative study is usually raw and is rarely pre-categorized. In fact, most of the times, there are numerous, almost infinite number of ways through which qualitative data can be organized. This enables one to describe the topic in great detail and in the language used by the respondents.

1.5.   Significance of the Study

This study is significant for a number of reasons. First, it will increase awareness among hospitality organizations not only in Dubai, but all over the world regarding the importance of effective business communication within an organization. Additionally, it will raise awareness among top managers on the need to implement effective oral and written communication methods within the industry. Due to globalization, the hotel industry is fast changing, and through this study top managers and human resource will understand the need to incorporate English competency skills when hiring employees. Since the study concentrates on written communication and how it increases efficiency and productivity, the findings of this study will help managers to see the need of incorporating English competency skills when hiring employees. Moreover, the study discusses the importance of both oral and written communications, and the findings will help managers understand the problems associated with methods and put in place effective strategies to deal with this problem, primarily as a way of increasing efficiency and productivity. The study will be beneficial to all the hospitality organizations in Dubai because it will help them to revaluate existing written and oral

communication, its loopholes and area of communication within their organizations that need to be addressed. This in turn will help them ensure development, growth, retain customers and ensure their satisfaction. Since effective English written communication increases customer satisfaction and employee efficiency, findings from this study will help them implement effective strategies aimed at increasing profitability and productivity. The findings will help fill the existing gap in the literature on the importance of Business English communication methods and the need to have in place effective English written competency skills. It is expected that the findings will be used to shape current and future thoughts on English written competency skills in the hotel industry of Dubai. Additionally, the study discusses on the various standards of hotel ratings around the world. The research findings will help managers of various hotels to understand hotel rating system and its efficiency.

1.6.   Scope, Limitations, and Delimitations of the Study

The scope of this study is limited to proving that written English language skills are important for better efficiency, productivity and profitability in the hotel industry in Dubai. Additionally, the study intends to prove that testing at entry level is a practice, which is lacking among hotels in Dubai. As such, the researcher will examine the business communication methods and their importance. In addition, the researcher will examine how written communication English skills lead to efficiency, profitability and productivity and prove that entry testing employee English competency skills is missing among hospitality organizations in Dubai. The study therefore only concentrates on English written communication skills and how it increases efficiency and productivity, though other skills such as reading skills, listening skills and English-speaking skills also contribute greatly to organizational efficiency and productivity.

The study is encumbered by a number of limitations relating to time constraints, financial constraints, and weaknesses attributable to the research methodology. The time constraints and financial constraints limited the target population that can be effectively studied. Weaknesses attributable to the research methodology include the inability to provide contextual data with regard to the phenomenon being studied. This is due to the reluctance on part of the research participants to part with official written documents. Another weakness associated with the research methodology is that the data collected may not be sufficient enough to give accurate and reliable findings because some of the respondents may deliberately give out false information limiting the accuracy and reliability of the data.

Interview of the sampling unit is a time consuming process, and sometimes it may fail to provide accurate and reliable information. This limits the accuracy of the data collected and research study in general. Many respondents may not be available over the telephone, requiring they be called back at appropriate times, which is more time consuming and involving. Emailing the questionnaires is not effective in some cases because some respondents may not find time or inclination to complete and return the questionnaire. In such cases, the respondents may require telephone contact for interviews. Although the interview tool is effective in drawing detailed and relevant responses to the issues, it has its own limitations. Additionally, since the research involves collection of data through interviews and questionnaires (Appendix 1, Questionnaire), the data obtained may have an effect on research findings because in some cases, participants may respond with less candor, an effect called response bias, which affects the reliability and accuracy of the study. The data interpretation and analysis process provided may pose some challenges since the responses will be descriptive in some instances and the researcher must avoid personal bias and attitudes during the interpretation of data collected. The researcher

therefore is required to spend a great deal of time for discerning the facts and views presented by research participants

1.7.   Research Objectives

The research is focused on the following broad objectives.

- To identify the fact that competency of English language skills are highly significant in the hotel industry.
- To determine how effective written English language skills are crucial for better efficiency and productivity in the hotel industry.
- To identify the gross oversight of the hotel management at evaluating employees for their written English language skills at the time of entering into service.

The detailed objectives of the study are as follows:

- To find out the kind of business communication methods star hotels use frequently
- To find out the importance of these business communication methods and the value added by the effective use of these methods
- To understand the contribution of these methods towards organizational efficiency and productivity
- To find out the various problems faced by the star hotels when using these methods
- To find out the various skills evaluated while hiring employees with specific

reference to communication skills and written skills

- To find out if hotels in Dubai evaluate written Business English skills of employees while hiring

- To find out if employee English competency skills and written English language competency skills are considered as an important aspect of communication in the hotel industry

- To find out how entry level evaluation of employees can be improved

1.8.   Research Hypotheses

1) Null (Ho): Knowledge of use of English language for workplace communication is not of great importance in the hotel industry in Dubai.

Alternative (Hi): Knowledge of use of English language for workplace communication is of great importance in the hotel industry in Dubai.

2) Null (Ho): Effective written and oral communication methods do not contribute to organizational efficiency and productivity if adequately used in the hotel industry in Dubai.

Alternative (Hi): Effective written and oral communication methods contribute to organizational efficiency and productivity if adequately used in the hotel industry in Dubai.

3) Null (Ho): Knowledge of appropriate forms of written English does not result to organizational efficiency, productivity, high performance, growth and profitability within the hotel industry in Dubai.

Alternative (Hi): Knowledge of appropriate forms of written English results in organizational efficiency, productivity, high performance, growth and profitability within the hotel industry in Dubai.

4) Null (Ho): Hotels do not consider evaluating the written Business English Competency Skills of candidates important, while hiring candidates.

Alternative (Hi): Hotels consider evaluating the written Business English Competency Skills of candidates important, while hiring candidates.

1.10. Organization of the thesis:

The research work presented in six chapters is as follows:

Chapter-1 : In this chapter an introduction to the study, its significance, research aims and objectives are presented. The research objectives considered for the study and the hypotheses are stated.

Chapter-2 : In this chapter the literature survey on the concept of business communication is explained. The method of communication in the hotel industry in general and Dubai in specific is explained. The standards and methods of rating the hotels all over the world in general and Dubai in specific are also detailed. The research gaps are identified by reviewing the existing literature.

Chapter- 3 : This chapter describes the research methodology. Research design, justification for the research method and research strategy is stated. Furthermore, method of data collection and questionnaire design is explained.

Chapter- 4 : In this chapter the results are analyzed and interpreted. The distribution of responses to research questions are shown and the results are analyzed using charts and tables.

Chapter -5 : In this chapter the results are discussed. Also, the hypotheses considered, are tested using the test statistic Chi-square, and proved.

Chapter -6 : This chapter summarizes the study. It also provides the conclusions drawn and recommendations made.

CHAPTER 2

LITERATURE REVIEW

2.1.   Genre of Business English

The hospitality industry is one of the booming businesses in Dubai. Since Dubai is known worldwide as a tourist attraction country and a leading global trade country, the hotel industry serves great functions to many visitors and tourists for providing accommodations, food, and entertainment among others. Due to the nature of this industry, management and all other organizational employees are required to communicate effectively with their guests and customers. According to Ditmer (2002), effective business communication methods and excellent employee English skills are considered vital within this industry. To ensure effective communication, many organizations operating within the hospitality industry have in place both formal and informal business communication methods. The English language is considered the main communication medium through which employees interact with guests, visitors and customers. Communication is possibly the most vital constituent in business. Without communication, businesses cannot interrelate with their clientele. Internally, disorder will arise and slow down the efficiency. Without distinct oral communication, a worker is unlikely to make progress in his or her profession and may even be retrenched (Ditmer, 2002).

The concept of Business English and business communication is useful in many industries that deal with international trade, and is therefore, very applicable in the hospitality industry for productivity and profitability. Business English is concerned with the topics used in the world of business and relations that deal with the international market while business communication specifically deals with the communication skills that are applied in business

organizations' meetings, negotiations and presentations made in the course of business operations (Bovee & Thill, 2004). Different studies have been completed that have focused on the application of this concept in the running of business organizations all over the world. Business English is a terminology used to describe the language that is used by many business people around the globe (Kusluvan, 2008). It mainly arose in the second half of the twentieth century when conditions for doing global business improved. Because a majority of people in the world use English as a language of communication, it has become necessary that anyone wishing to do business on a global scale to consider it essential for the prosperity of his business (Andrews & Andrews, 2007).

The concept of Business English is very important in the hotel industry because it provides people with skills that enable them to do their work well. For instance, it is through Business English that people know how to write proper e-mails, create presentations and compile reports and conduct business negotiations. As a matter of fact, Business English has the sole aim of improving business operations and outcomes (Harris, 2007). It is imperative that business organizations learn the essentials of Business English that are relevant to their businesses to realize the full potential of their businesses in terms of productivity and profitability.

2.2. Features of Business English

Written English is based on prescriptive rules of traditional grammar. Whereas, written Business English is a genre of writing which is contextual to professional situations. Prominent authors like Bovee and Thill (2004) and Guffey and Loewy (2010) have given the guidelines of writing at workplaces. The following are the features of Business English:

Adaptability:

It is important to adapt communication in such a way that the message is not influenced by the writer's view point. This is done by analyzing the audience's intelligence, education, and maturity levels. This in turn helps the writer in choosing the appropriate and suitable vocabulary and sentence structures. For example, technical jargon can be used for expert audience, while such language cannot be used for non-technical audience.

Clarity:

Clarity is of prime importance for all business communication. Vague writing and writing in the passive voice wastes reader time as it takes longer to understand such writing. Using precise, concrete and familiar words helps in creating clear messages.

Economy:

Economy of writing is to use less number of words and hence write shorter sentences. Economy with words makes the writing understandable and appealing which further increases reader's involvement and interest. Writing which is too verbose and laden with redundant words will lose its impact. (Raman, 2004)

2.3. Business Communication in the Hotel Industry

Internal communications in organizations are structured and subcategorized according to upward communication, downward communication, and horizontal (lateral) communication (Lunenburg & Ornstein, 2008). Adnan (2008), defines upward communication as a method of

communication which involves the flow of information from employees to management or from subordinates to superiors. Upward communication helps management ensure that their messages have been properly communicated or recognized when problems arise from within the organization. While communication is viewed as a double traffic affair, it must begin from the bottom to ensure its effectiveness. This type of communication allows exchange of information between staff members, allowing them to express their feelings, achieve job satisfaction and finally, it allows them to give feedback to their superiors. As suggested by the name, downward communication is when information originates from the top of an organizations' management. It is primarily used to communicate and ensure that an organization's mission and values are enacted. Organizations use this communication to transmit vital information, inform staff on company decisions, boost worker morale and provide motivation and to give instructions (Kusluvan, 2008). Horizontal or lateral communication, on the other hand, is when employees of similar rank or of the same level cooperate and collaborate. This type of communication is crucial to ensure that work is accomplished. It is mainly used to solve problems, accomplish work, improve teamwork, build goodwill and boost efficiency. According to Brown & Williams (2003), external communication involves communication between people outside the organization such as suppliers and customers. In the hotel industry where guests are the core of the business, this type of communication is extremely important. Its aim is to improve sales volumes, public credibility, increase operation efficiency, maximize profits, maintain corporate image, improve overall performance and promote public goodwill. This type of communication leads to an organization achieving its goals and enhanced customer satisfaction (Brown & Williams, 2003).

2.3.1. Methods of Communication used in the Hotel Industry

Employees receive and send information as they conduct their work. Business communication is essential to the organized effort involved in Business (Lesikar, 2009). All business communication involves people – internally, including all the employees working for the company, and externally with various agencies involved with the business. Effective communication with employees is considered an essential element, particularly in the hospitality industry (Becker & Gehart, 2007). Organizations belonging to the hotel and tourism modern service industry are required to have effective communication processes in-place, because communication forms the basis of individual organizational processes, management and control. In the hospitality and tourism organizations, face-to-face communication problems regularly arise because of the varied nature of customers and employees. Frontline employees in these organizations deal with various customers with different cultural backgrounds, ethnic groups and languages when giving information about key elements which the organization offers. If employees cannot effectively communicate with clientele, it leads to customer confusion and dissatisfaction (Tanks, 2001). According to his research study, Tanks, argues that a successful communication within the hospitality industry entails sending clear messages to all the concerned parties and receiving the messages accurately without any distortions.

Depending on the nature of the organization, its customers, size of operations and management levels, various organizations in the hospitality industry have different kinds of business communication methods in-place. Due to the competitive nature of the hospitality industry, effective communication between employees and customers is considered an important aspect for conducting business. To survive the competitiveness, ensure regular flow of customers, reduce increased rates of employee turnover and achieve high profits, most

organizations in the hospitality industry have both formal and informal means for transferring information throughout the organization (Roberts, 2009). According to Roberts, arguments of formal methods of communication are those set up within the organization's structure through information flows, structured to meet the needs of the organization. In addition to this, formal methods of organizational communication involve a two-way traffic communication system, which goes beyond merely passing on the results. This kind of communication method gives employees opportunities to participate in the overall organizational decision making process. Formal methods of communication used by organizations in the hospitality industry generally are comprised of downward, upwards and lateral or horizontal lines of communication (Ober, 2009).

Downward organizational communication involves messages being transmitted from senior or top-level managers, executives to lower level employees or managers in the lower level management in the organization. Downward communications stem ultimately from the most senior levels of organizational management to frontline staff. Messages are generally concerned with policies and procedures, creating rules, making judgments and giving feedback on performance at the lower levels (Mullins, 2007). Downward communication methods pose potential communication difficulties within the organization because it involves passing messages through various levels subject to variations in understanding. In most cases these messages become distorted as a result of the many links in the communication chains resulting in the final messages becoming distorted and different from the original messages (Lane, 2006).

Many organizations in hospitality industry experience difficulties with this kind of communication method because messages and services are usually delivered through hundreds or thousands of local units. Additionally, messages are usually required to pass through head offices, regional offices and may be distorted by the time it reaches the unit managers resulting in

this kind of communication method facing a greater extent of hierarchical problems (Brotherton, 1999). The second communication method frequently used in the hospitality industry is the upward communication. This is a kind of business communication method in which the flow of information and messages is from lower levels to senior levels. Upward communication method involves passing messages regarding performances, results, scale, cost and changes in customer tastes. In most cases organizations in the hospitality industry tend to use upward communication method largely to communicate results. Hence in most cases this kind of communication method largely involves the flow of results (Bull, 2009). Bull also states that like the downward communication method, organizations in the hospitality industry relying on these methods face various problems. One of the major problems associated with the upward communication method in the hospitality industry is long-lines of communication, which distorts the messages as they pass up the organization. Most messages are usually distorted; hence managers sometimes find themselves making wrong decisions based on imperfect information. The last formal method of communication widely used in the hospitality industry is the lateral business communication method, which involves messages being transmitted between individuals on the same level. Lateral communication occurs in the organization between people working at similar levels in the organization, between departments and between units in the same organization (Brotherton, 1999). Lateral business communication is generally used if managers or employees need to share information (Appendix 2, Sample Organization Chart). Informal communication methods do exist in all organizations, and in most cases are usually considered as powerful sources of information for all organizational employees and customers (Ellen & Dana, 2009). Informal methods of communication are usually outside the direct control of the formal management structure though they play a great role in assisting organizations to achieve their objectives and

goals.

2.3.2. Ways of Conducting Business Communication

According to Lesikar (2009), there are various ways through which different types of communication can be carried out. Verbal communication involves conveying a message orally either directly or through a telephone and or giving out a written message, conveying information through the internet and other forms of communication. Internal verbal communication is significant for both the personality and the organization. Internal verbal communication can be defined as the speech and verbal exchanges inside a business. For the individual worker, effective verbal communication is essential for being a good boss because a good boss must relay directions and interact with subordinate employees (Lesikar, 2009). Verbal communication is also important for the worker while talking with his or her superiors. If the worker cannot converse effectively, his or her requests may go unseen and he or she may be answerable for miscommunication and not following directives. If a business does not have workers with a well-defined set of verbal communication, loss of efficiency, along with internal uncertainty, can be the result. Any client who has worked with a customer service agent lacking efficient oral communication or conversational English skills has unquestionably found it annoying. Customer service agents, sales personnel and any front-line employees must be soundly versed in verbal communication, and it is necessary for them to converse the native language fluently. Clientele expect to communicate their wishes to these workers; they may require a particular service or need a question answered (Ellen & Dana, 2009). If the worker does not comprehend or cannot effectively communicate the correct information, the client may take his or her business elsewhere. There are two methods of verbal communication which are as

follows:

2.3.2.1. Written Communication in Business

Guffey & Loewy (2010) argue that writing is a more formal and a unique way of communication as compared to speech. This communication is impersonal because the people involved are neither in direct contact nor can they hear each other, eliminating the possibility for direct feedback. Some ways that written communication is exercised is through e-mails, memos, faxes, letters, proposals, manuals, newsletters, procedures, policies, instant messaging, blogs, resumes and so many others. This type of communication is very effective in today's formal world because it involves creativity and innovative activity of the mind. When it comes to business development and preparation of promotional materials, effective written communication is key. For effective writing, careful word choice, organizing them to form correct sentences and forming a complete composition of these sentences are some of the skills involved (Guffey & Loewy, 2010).

Writing has always been an important component of doing business. This is because any proposal, accord or contract must be specified in writing making it official and legal. This is for both appropriate business behavior and for legal reasons. It is a fact that the best job opportunities are set aside for candidates with the finest Business English skills, of which writing is extremely important. As the application of on-screen and online service develops, some business communication performances, as simple as verifying travel measures or taking telephone messages, now need writing skills customized to the place of work. When evaluating the four essential language proficiencies of listening, speaking, reading and writing, writing calls for the majority amount of time and endeavor. It is supposed to be finely planned, prepared,

focused and advocated to writing principle (Guffey & Loewy, 2010). A well-written result serves as a promotional platform of the business's activities, while a poorly written one may be harmful to a company's image and even hamper sales. A key aspect that contributes to business writing is the devotion to firm formats and genres. These grant for a universal structure and approach, which are anticipated in company correspondence and certification (Charles, 2007). In addition to a common framework, themed terminology and specialist terminology serve as ordinary idioms, which make the speech of business understandable to players in business circles. Such necessities may seem intimidating and essentially deter many business writers.

Every worker must have good writing skills because many business professionals, like research and development managers, finance or marketing, need good writing skills to convey their concepts and ideas properly. According to Charles (2007), argument, writing skills are important in the world of business. On a normal business day, managers write emails to their workers informing them of meetings, or giving them instructions for specified projects. These messages, which come in writing, should be self-explanatory and to the point, so that employees can be productive and avoid wasting time waiting for further directives. Since business people are busy, wastage of time is reduced by well-written communications. In addition, good writing makes the writer appear credible and the company's image is reflected positively.

Many of the company communications, including reports, company brochures, emails, visual aids and sales materials require good writing skills. For instance, a marketing research manager's reports should be detailed and informative, but written on a scale that any worker can understand. In addition, as more and more companies are operating internationally, emails are taking the position of telephone communications (Brotherton, 1999). Writing in business involves transferring an idea or a thought from one individual's mind to another's mind. Hence,

the message should be well articulated, observing all the rules of sentence structure (punctuation, grammar, and spelling). Learning written language is more difficult than learning oral language. Most languages have systems that are completely different between written symbols and phonetic pronunciation. Hotels in countries that are non-English speaking expect their service directories and marketing messages be translated from their individual language to English (Brotherton, 1999).

When there is failure of understanding the meanings of words in the two languages, poor translation results, which makes the meaning very different in another language. When mistranslations occur, offensive, obscene, humorous or even unexpected situations occur. The manager should be attentive when a language is being translated, since translations form a large part in the international hospitality processes. Expert translators can deal with written communication that the hospitality company processes to its diverse audiences (Brotherton, 1999). There are many reasons that organizations prefer written messages to oral ones. One of them is that, written communication provides a permanent record, which is necessary especially in this era of increased litigation and extensive government regulation. Written communication allows for an organized communication between people. It allows the communication to develop well–considered messages, which will enhance comprehension from the receivers' end and facilitate recall and reviews when necessary. They are convenient in that one can compose and read them when their schedules permit hence no interruption to work.

Written communication serves as the only effective way for laying down principles, rules and policies of running an organization. It can be used to enhance a company's image. It is especially important for guests in the hospitality industry to give compliments and recommendations in this way. This is one of the marketing strategies that ensure revenue for the

organization. Writing is also very effective when it comes to proper delegation of responsibilities as the writer cannot take back his/her words or refuse to acknowledge the instructions. This is due to the method's ability to provide reference when required. Written communication has its downside. It is not cost effective, large amounts of money are spent on the required stationary and manpower required in writing and delivery of the communication. It is also not spontaneous and is quite time consuming (Brotherton, 1999). In this regard, it cannot be used effectively for urgent communication or that which needs immediate feedback. With regard to the hospitality industry, it would be ineffective for guests to log in complaints, as they would take a lot of time to be addressed. Another problem with this communication is the need for good skills and competency in written language and vocabulary use. It costs employers a great deal when looking for employees with such skills. Poor quality writing skills can reflect very badly on an organization's image and reputation.

2.3.2.2. Oral Communication

Oral communication is one that is done by mouth. It could be a face-to-face conversation between individuals, a telephone conversation, speeches, presentations and any other form of conversation, which involves speaking. This form of communication is recommended where the subject matter is temporary and requires direct interaction. It is very important in hospitality industries as it builds rapport and trust especially between guests and hotel staff. It also is the best and simplest method, which can be used by guests to log in complaints and for workers to address them. The most important aspect of oral communication is providence of room for feedback. In this communication, one can ask questions like 'do you understand?,' 'do you have any questions?', 'is this what you mean?,' which encourages clarification and in essence makes it

the best way to communicate ideas clearly (Guffey & Loewy, 2010).There are many advantages to oral communication especially in a service industry like a hotel which involves direct interaction with the client. Firstly, it is widely agreed as the best form of communication, as there is little room for misunderstandings as those involved, have a chance to immediately ask for clarification in case of uncertainties. It also enables one to study facial expressions and hear voice inflections, improving the process further. This type of communication is easy, generates warmth, creates friendships and can be used to convey private information. In the hospitality industry, it provides rare and important chances to sell your business and ensure client's coming back.

Spontaneity marks another advantage of this type of communication. This way, decisions can be made fast and without delay, conflicts, disputes and other problems can be resolved immediately without much effort and all in all, it saves a lot of time and money. Oral communication is essential in teamwork communication (Management study guide, 2008).

Oral communication has its own disadvantages. It requires utmost attention and good receptivity from the listeners' end to capture information. It is usually not well organized and may cause misunderstandings if the information given is incomplete or lacks essentials. It wastes time and is inconvenient when it interrupts one's work. The main disadvantage is the lack of written records. As such, unsatisfied employees and those with bad attitudes can take advantage of this to behave in an uncouth manner towards guests. This is a major issue, which can bring a business down very fast (Management study guide, 2008). The only way to avoid such incidents is to go beyond simply engaging and communicating with employees to encouraging them to 'live the brand (Bamporiki, 2010). This is where employees are encouraged to take a personal approach and promote the vision of the organization, which in effect ensures employee

commitment to guest satisfaction. Another major problem is that the workforce and the guests are very diverse in language, age and cultural background. Bamporiki, further states that this could cause a major problem when it comes to communicating orally in cases when the ones involved cannot communicate clearly due to these barriers.

2.3.2.3. Non-Verbal Communication

Non-verbal, on the other hand, involves communication of feelings, attitudes, thoughts and emotions through eye contact, gestures, body language, attentive listening and other ways which do not involve directly giving out a clear message. It plays a significant role in oral communication.

2.3.3. The Role of Business English and Business Communication in the Hotel Industry

Communication in any business is extremely important, but when a business is open to the public, the significance of communication is tremendously high. Specifically relations and communication between contemporaries, customers and organizations are considered vital at all times. When a plan or an occasion is wrong or skewed, a 'collapse of communication' is frequently blamed. Although the phrase is over-used, this is true of many situations. Communication must be the solution and is paramount in many cases within the hotel industry. For instance, a member of the public may call in advance and book a room for the subsequent evening (Bamporiki, 2010). Suppose this client specifically asks whether it would be completely inconvenient if they were given a room on the first floor, as they do not like rooms on the ground floor. The receptionist commits herself to do just that but fails to let the manager know. The

customer automatically and randomly is allocated another room, which unfortunately is on the ground floor. This failure of communication between the receptionist and other personnel makes the customer very angry and the personnel are left to deal with the problem.

The same holds true in hospitality services. For instance, a wedding is booked and a company is hired to supply the food and hospitality. The bride requests a nut-free menu as some of her guests are allergic to nuts. In this situation, all the kitchen personnel, people designated to create the menu and the chefs responsible for food preparations should be informed of the situation, to ensure that the menu is nut-free. In case of communication breakdown, potentially devastating situations can result. Communication to colleagues, managers or even customers is crucial when running a successful occasion or business (Bamporiki, 2010). The hotel business is a tourist industry and provides lodging for conferences, tutorials and workshops for companies and political gatherings. Bearing in mind the enormous numbers of errands expected from the hotels, it is essential for the organization and the personnel be properly equipped for the work. Hospitality and Tourism is frequently described as the "industry of pleasure" or the "welcoming industry." It is a business where the most important feature is communication. It is also a multinational business and involves a number of intercultural encounters. In the international context, the clearest language is English. In addition, it is the language that meets needs, one that provides high service levels, allows people to understand each other, delights people, and helps in solving problems. The character of hotel English is speaking the character of Business English as all business is conducted for profit (Bamporiki, 2010).

Business English helps conduct tasks professionally in the business environment. Business English communication skills are important for an individual seeking employment in the hospitality industry, wanting to improve job performance, or planning on changing his or her

job. Business English courses helps the individual understand and write emails efficiently, make presentations, negotiate, participate in or run meetings, welcome visitors, and telephoning. Sufficient language dexterity in any of the above areas provides a great benefit to international companies (Harris, 2007). This is because they are able to communicate and negotiate with their potential customers in their native language. While general English programs concentrate on four basic skills including listening, reading, speaking and writing, Business English focuses on two major elements that include the sense of vocation and the sense of purpose.

2.3.4. Usage of Business English Communication in Hotels in Dubai

Business communication can be defined as the use of any communication method that promotes the service or product of a business organization with the overall goal of making sales or improving volumes of sales (Harris, 2007). Usually, messages are disseminated using several channels of communication including telecommunication devices, the Internet, print media and word of mouth. Business communication integrates a business, its staff and the etiquette expected in a specific kind of business. Overall, communication is the holding factor of any organization and without it, an organization cannot work and, therefore, it cannot be referred as such. Generally, communication in an organization is used in various ways including: the exchange of information from one point or person to another; the exchange of options between people; making agreements; sending and fulfilling orders; and most important, conducting sales. A stoppage to communication channels leads to the extinction of the company because its activity stops (Mary, 2009).

Therefore, it is correct to say that communication holds any business together and it is comparable to blood in life. In an organization, there are two possible forms of business

communication. First, there is internal communication that refers to conveying information within the organization. Inside the organization the type of communication can be either informal (dealing with the relationships among employees), or formal (dealing with communication from the management.) Effective communication is vital in any organization because it helps increase job satisfaction, safety, productivity and profitability; thereby increasing the overall business turnover. In this regard, the hospitality industry around the world is no exception. There are three types of internal communication, including upward, downward and horizontal means of communication (Guffey & Loewy, 2009). Upward communication is described as the upward flow of information from the lowest ranked employees, to their direct superiors and finally to upper management. Its absence in an organization creates a state of vacuum and suspicion among the managers because they are not in a position to know whether messages are properly received. Lack of upward communication also implies that the organization's problems cannot be detected and corrected in time.

Effective communication should be aimed at starting from the lowest level if information is to reach everyone. Generally, upwards communication is mandated to link staff and management by easing the exchange of information, sharing of ideas, expressing interest in the job and providing feedback in either direction. An example of upward communication in the hotel industry is when a message is conveyed from the waiter, to the departmental head all the way to the manager. On the other end, downward communication deals with the flow of information from the top management hierarchy down to the workers. Downward communication provides information to the workers on how they are supposed to perform a certain task, directing instructions on something. This is the kind of information that comes up after the upward communications have been thoroughly completed and it is primarily directed

towards transmission of vital information from management, disseminating instructions, seeking cooperation, announcing decisions, increasing efficiency and obtaining feedback on points previously conveyed (Guffey & Loewy, 2009). Additionally, an organization must involve horizontal sub-type of internal communication for it to be prosperous. This type of communication generally involves coordination of information among people in the organization promoting cooperation among employees in equivalent positions. Essentially, horizontal or lateral communication helps solve problems among staff of the same rank, accomplishing tasks and developing the spirit of goodwill among employees. Ultimately, horizontal communication improves teamwork and thus efficiency of the organization (Mary, 2009).

The second major type of communication in an organization is external communication. This is a process through which workers in an organization communicate with sources outside the company, primarily similar businesses, suppliers and its customers. Speaking to customers often results in increase in sales volume and the business builds its credibility among members of the public. The ultimate goal of external communication is achieving the company's set and ensuring that its customers are satisfied with the products or services offered (Mary, 2009). This form of communication is largely essential for success in the hotel industry because it ensures the return of previous customers, as a customer wishes to identify with a single hotel that provides the services he desires. This creates a nice environment for business, as the hotel will be assured of customers every day. In addition, communication with the media helps market the products or services offered by the respective organization thus increasing sales.

It is important to note that the two broad groups of communication in an organization will employ either oral or written skills to pass information from one person or point to another. Without these tools, conducting business would prove very difficult because they ensure speed

and efficiency in the conveying of information. In the hospitality sector, oral communication is the most common form of passing information. Whether it is a new customer being introduced to a menu or giving details about a guest room, oral communication is essential. Also, it is vital for passing data to colleagues and calling people to an urgent meeting. Sometimes the urgency required to pass information across employees does not allow the use of other ways of communication (Harris, 2007). However, for this mode of communication to be effective, one should exercise keen use of his or her listening and speaking skills to avoid distortion of the message being passed.

Despite its usefulness, oral communication is not always the most effective method for passing information from one point to another. For example, when the message being passed involves a number of intricate details not easily grasped by an individual, considering an alternate form of communication is important. Written communication is the chosen mode of transferring information in such cases. When the information involves figures and facts, writing should be used to avoid the risk of incorrectness when passing through word of mouth. Written communication is also necessary when conveying massages to stakeholders that may require evidence about future information. For example, when sending documents of orders and payments for something in a company it should be completed in written form to avoid problems about such issues in the future (Andrews &Andrews, 2007). Contracts, memos and meeting minutes are generally stored in written form for future reference. Over the past few years, written communication has evolved into a faster form, through email. Through technological advancement, written messages can be sent to people over shorter periods of time than it would take the hard copy to move around. For example, using email can be of great use when sending a message about a meeting the following day to a section of staff in a busy organization. Sending

such information using paper can take a long time, and result in delayed receipt of the essential information (Andrews &Andrews, 2007).

The hospitality industry throughout the world, including Dubai, primarily relies on oral communication for making sales because it involves convincing potential clients about the uniqueness of the services and products available in a particular hotel. Body language also goes a long way in making sales. For example, a happy gesture by a waiter can win the confidence of a customer about a certain hotel or recreation facility. Therefore, oral communication goes hand-in-hand with body language in making sales in the hospitality industry. Oral and written forms of communication in hotels in Dubai are not used in similar proportions. In this regard, the hotel industry in Dubai relies heavily on the oral form of communication (Andrews &Andrews, 2007). Most hotel management groups in the area train their employees mainly on the requirements of speaking English rather than combining both writing and reading. It is very common that an attendant at a prestigious hotel is very fluent in the spoken word but not as good in the written word. Written communication is primarily for communication between the management and staff. Otherwise, inter-staff and staff-customer communication is based almost solely on the oral aspect of communication. When choosing a means of communication, any organization willing to increase its fortune, must embark on an efficient method of selection. The most cost-effective methods are generally preferred by any business organization. There are factors that should be considered before settling on a method of communication, depending on the needs of the organization (Andrews &Andrews, 2007).

Management chooses the most appropriate method of communication by determining the answers to several questions such as; who are the target audience? How much will the company spend on that mode of communication? What kind of information will be sent most often? And

most important of all, will the modes of communication increase the productivity of employees in the long run? Management of any company must reflect on these questions and others before agreeing on a specific method of communication (Kusluvan, 2008). It must be remembered that the ultimate goal of any organization is reaping maximum benefits through its preferred method, and a method that is likely to result in a loss should be avoided. The application of oral communication in any organization has several advantages. As oral communication relies on body language when passing information, it can bring out the intended meaning with minimal straining. For example, the intensity and pitch of a voice helps the recipient of the information understand the intent of the message (Bovee & Thill, 2004). Furthermore, oral communication saves time and money because there are no special requirements, since information is passed by word of mouth. The other advantage with passing information thorough oral communication is that confidential information can be passed across without leakage to unintended recipients. For instance, when employees are discussing personal experiences in the job, they may portray their reactions. This information is usually not expected to reach their seniors. Finally, oral communication is considered less formal and, therefore, can be used in discussions between employees and management. Employees tend to shy away from giving out information when required to make written submissions (Harris, 2007).

Despite the many advantages of oral communication, there are several challenges that may make it inapplicable in some cases. In the first place, messages passed through this method can be misunderstood or misinterpreted by the recipient, and ultimately the wrong intention is conveyed. As the information is passed from one level of communication to the next, it may end up being translated into an entirely different form. As there is no permanent record, oral communication may not be useful in legal issues requiring evidence. Moreover, since oral

Communication relies heavily on the person's ability to speak effectively, it is inappropriate for persons with poor pronunciation skills to use oral communication. Oral communication may not be useful in the marketing of services and products because it distorts lengthy pieces of information, distorting the meaning of the entire message (Mary, 2009). The greatest drawback of oral communication is the limited retention because it lacks permanence and depends on the memory of the recipient. Therefore, there is need to supplement oral communication with other forms such as writing, in order to ensure sustainability. In spite of these disadvantages, oral communication can be made more effective through various ways. The organization should always strive to make it more useful by ensuring that the words used in this form of communication are easily pronounced by whoever is conveying the message. The organization should also provide training to its staff on voice control, pronunciation, clarity and precision (Mary, 2009). When using oral communication, it is important to consider brevity and to avoid over-communication that may lead to distortion of the information, and defeating the purpose. On the other hand, oral communication's limitations can be eliminated by written communication.

Written communication is more advantageous in organizational communication as it provides permanent evidence and it is less likely to be misinterpreted by recipients since they receive exact details from the source. Information can be passed to multiple recipients through the use of printed material and thus it is the most applicable method of communication when conveying information to members of staff in any organization. Based on the above merits of written communication, it can be easily concluded that it is the most appropriate method of communication in the day-to-day operations of organizations including those in the hospitality sector (Harris, 2007). Clearly, excellent knowledge of written English communication skills

among employees and the management in an organization is crucial to improving its productivity and profitability. Training in English skills is more significant because it is widely used all over the world. With good English skills, employees feel less pressure when communicating with fellow members of staff or stakeholders in the wider industry. Proper language communication skills provide a sense of satisfaction in work related activities. Increased job satisfaction helps an organization's employee retention, as individuals prefer working in an environment that promotes feelings of personal and work appreciation (Harris, 2007). Conducting day-to-day communication within and outside the organization is managed better with proper English communication skills. This is because employees can respond to business emails and other written forms of communication in a timely fashion, ensuring closing deals between the organization and its stakeholders. Effective communication in an organization creates strong internal partnerships and client base through the use of powerful words, messages and presentations (Guffey & Loewy, 2009). Effective communication also helps solidify interpersonal relationships among employees. The coordination of employees, stakeholders and customers often results in better productivity and improved services and products, resulting in an increased profitability. Organizations, therefore, must invest widely in business language training for its employees because the return on investment is substantial.

2.4. Importance of Oral and Written Methods of Communication in Hotels

In the hospitality industry, oral and written communication should facilitate sharing and exchange of emotions, ideas, thoughts, news and other information between employees within the organization. Within organizations, oral and written communication play a central role in structuring organizational activities, pursuing the organization's goals and objectives and

ensuring that the company's policies are upheld and its strategies are understood and followed (Bamporiki, 2010). The tourism and hospitality industry plays a leading role in the services sector. This actually implies that productivity and efficiency are important factors if any organization in the hospitality industry wants to succeed. In the recent years, Dubai, as a country, has experienced enormous growth resulting from constant flow of visitors and tourists. The country has achieved high growth, and is viewed as a leading global trading center and port of call. Since Dubai's economic growth in the recent years has been doing tremendously well, it has attracted local and international investors to various sectors including the hospitality industry. The business environment in Dubai is very competitive as a result of stiff competition within various industries. As a leading tourist attraction center, the hospitality industry in Dubai has become more competitive with many rival international and local companies entering the market and competing for customers. Success in this industry, therefore, requires proper methods of business communication, particularly with written communication. Disseminating pertinent information to employees is best accomplished through written communication. This effective communication to employees results in increased efficiency and productivity by allowing employees to act immediately (Bamporiki, 2010).

Moreover, globalization has resulted in increased competition in the tourism market, and the sector has become exposed to tough price wars on homogenized products between rivals around the world. Considering the many other challenges in the hospitality industry, human resource development and effective oral and written communication is essential for achieving sustainable tourism and hospitality development. According to Young (2008), effective methods of oral and written English language communication skills are considered critical to the success of any hotel, restaurant or another organization in the hospitality industry.

2.5. Contribution of Business English Methods of Communication to Organizational Efficiency and Productivity

Effective written English Communication skills are of key importance in the hospitality and tourism industry, as guest satisfaction is the key driver to revenues. Employees in this sector must develop the necessary communication skills to fulfill tourist requirements. In return, efforts employed on communication are analyzed according to their effects on guest satisfaction within the establishment (Guffey & Loewy, 2009). For hospitality organizations, internal English written communication serves as the nerve center, which if not functioning properly leads to loss of guests and eventually the organization fails. Additionally, advanced internal solutions to communication form the basis of a wide range of guest services, enhancing guest motivation to stay. In return, satisfied guests lead to a stronger and more competitive market position, customer loyalty and increased profits. Achieving tourist satisfaction requires an understanding of performance expectations. Proper written English communication skills are of primary importance to hospitality practitioners in different position levels. To ensure quality and performance standards in this industry, the supply and demand side should be able to communicate effectively (Guffey & Loewy, 2009). Oral and written communication skills play an important role because if properly used in the organization enhances effective performance of its employees, which in turn results in growth and development from high productivity and efficiency. Effective written and oral English communication skills in the hospitality industry are used to promote the organization and the services offered for maximizing revenues. Communication is necessary for exchanging information and options, making plans and proposals, reaching a consensus, executing decisions, sending and fulfilling orders and for sales

and promotions. It is necessary, therefore, for those working at the operational level in the company to communicate effectively among themselves, to management and with guests to achieve stated goals.

Young (2008) states that effective written and oral internal communication involves conveying messages within an organization. Proper use of written and oral internal communication means effective handling of the organization's concerns. Given that good communication helps increase employee satisfaction, safety, productivity and profits, many organizations in hospitality industry in Dubai have implemented effective Business English communication methods (Young, 2008). This helped many organizations reduce guest grievances and increase overall earnings and profitability from constant flow of customers and visitors. Moreover, since effective communication ensures high performance, it helps many organizations reduce high staff turnover, which increases efficiency and profitability. Employee satisfaction is the key driver to ensuring guest satisfaction in the hospitality industry, which results in increased productivity. As this industry involves direct interaction between guests and workers in the operations sector, only excellent service can guarantee continuous business. Clearly, internal communication is extremely important, as it increases employee satisfaction and enhances productivity and efficiency. Inappropriate communication could cause conflicts and low morale, which affects service delivery. Communicating decisions effectively between employees and managers is essential as it ensures that work is completed as communicated. Managers use communication to the benefit of the company by encouraging suggestions and ideas from workers (Young, 2008). This could increase productivity at a low cost. Through communication, employees are able to submit work reports, suggestions, grievances and comments to management. Every organization must have an organized communication policy

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and channel that allows for speedy and effective communication within and outside the organization. This prevents delays and creates harmony and a good working environment by eliminating misunderstandings, confusion and distortion of information.

2.6. Importance of Business English Competency Skills in the Hotel industry

Globalization has resulted in the English language becoming the most popular communication language used in various organizations. Since the hospitality industry is diverse in nature (both in the staff and the clientele), English is considered the day-to-day official communication language. Due to the nature of hospitality industry, English language competency skills such as good writing, reading, speaking, and listening skills are considered necessary in this industry.

2.6.1. English Writing Skills

According to Lane (2006), research study conducted among hospitality industry employees, concluded that ineffective and poor written English skills among frontline employees is usually frustrating because their work entails daily interaction with employees of a diverse nature who write and speak different languages. Every employee within the hotel industry, especially Heads of Departments, Managers and Supervisors, are required to have excellent written communication skills to effectively communicate with employees in the organization and its customers. Since the majority of organizational communication in the hotel industry revolves around written communication, implementing excellent written English communication skills is vital to the organization's development, productivity, growth and efficiency. Moreover, manager's written communication skills play a vital role towards good organizational behavior.

To succeed in the competitive environment and to operate within the current market trends and technology, effective written English communication skills are vital (Lane, 2006). Poor or ineffective written English communication skills in an organization can cause frustrations among employees. This is due to the inability to communicate expectations for employees to comprehend and to understand what is required of them. This eventually causes communication breakdown, becoming a source of employee-manager conflict resulting from poor performance, loss of revenues and lack of customer satisfaction.

Lane (2006), further indicated that lack of good written English communication skills among top-level managers, therefore, is an issue of concern in organizations in the hotel industry because it results in organizational failure and employee dissatisfaction. This is because managers within the organization cannot effectively express their thoughts, opinions, ideas, or demands, and employees working under them become frustrated, which affects their individual performance. In another study by Wood (2009), poor written English communication skills are detrimental to organizational efficiency and productivity as it results in employees' inability to perform his or her work as per the outlined organizational demands. Effective written English communication skills, therefore, provide employees with proper understanding and knowledge of what is expected to ensure high performance, profitability, growth and productivity. Furthermore, effective written communication clearly describes what the organization's expectations are regarding how to achieve the set organizational objective and employee performance. Consequently, proper written communication skills result in effective employee performance and increased levels of customer loyalty. Written English communication skills are vital to increasing employee performance and growth. Furthermore, it creates a connection between all the employees in various departments within the organization. Additionally, Wood states that when

employees are connected to each other through effective English written communication skills, it creates a sense of unity, and promotes a feeling of brotherhood and sisterhood within the organization (Wood, 2009). Additionally, when employees are connected through proper and good written communication they are motivated to work harder because they feel it is mandatory for ensuring that they achieve organizational goals and objectives. Furthermore, effective written communication skills allow employees and managers to send clear information and messages, eliminating the possibility for the information or message being misinterpreted by the intended audience.

2.6.2. English Speaking Skills

A manager must possess good speaking skills through which he or she can clearly express thoughts, ideas, demands and instructions to the organization's employees. Clear articulation ensures that employees understand exactly what is expected of them, and consequently performing as required (Kusluvan, 2008). According to Kusluvan's, argument good speaking skills within the organization increase an employee's understanding by ensuring that the message is conveyed accurately and in a proper manner. Effective speaking skills ensure that the employees, the top-level manager and the supervisors clearly understand what is required and expected according to their positions and job description. Effective English speaking skills are important for any organization and its employees. If an employee possesses good English speaking skills, he or she can communicate effectively with the customer without difficulty.

Additionally, since hotels deal with a variety of customers, internally and externally, good English speaking skills increase customer loyalty. Customers feel valued when they are addressed with respect and honour by hotel staff. On the other hand, if employees address

customers with arrogance, customers are discouraged from using the services of that particular hotel. This in turn affects customer loyalty and satisfaction, profits development, growth and overall productivity of the hotel. Moreover, if the top-level managers speak to the low-level employees with arrogance, it negatively impacts employee morale, resulting to high employee turnover and low performance (Kusluvan, 2008). This implies that every organization in the hotel industry should ensure that good English speaking skills are instilled to every employee, manager, director and senior executive officer. As good English speaking skills provide an opportunity for employees to express their thoughts and ideas verbally, it increases the level of employee understanding by holding the listeners interest. This helps an organization ensure efficient operation within all levels and departments. On the other hand, poor English speaking Skills within a hotel results in efficiencies, loss of productivity and reduced profits due to poor message or information interpretation (Kusluvan, 2008).

2.6.3. English Listening Skills

Listening skills play a crucial role in the hotel industry. It is always important that employees working within the hotel industry practice good listening skills. This is because listening skills help employees and managers effectively and accurately interpret customer needs, demands, tastes and preferences. This ensures that customers' needs are adequately addressed. If an organization's key decision makers lack good listening skills, accurate decision-making is frustrated. On the other hand, if employees, working in various levels of the hotel, do not possess effective and good listening skills, it becomes difficult for them to perform their duties or effectively attend to the needs of the customers, clients and guests. Many customers prefer associating with a hotel that addresses their needs and attends to their requests as desired. If a

hotel has an effective listening skills program in place, to instill its employees with excellent listening skills, customers will prefer the services of this hotel to that one where employees have poor listening skills (Wood, 2009). When an organization trains its employees about good and effective listening skills, it enables them to perform their duties effectively. Since hotel service work is very demanding and challenging, when top-level managers listen to their employees, they provide an opportunity for understanding the individuals and knowing what they are thinking, their opinions, thoughts and what they are doing. Effective listening within the hotel industry, therefore, helps managers understand the problems, needs and demands of the employees and the best means of addressing those (Wood, 2009). Moreover, since effective listening helps managers and employees to understand each other well, it provides an opportunity to implement new goals and objectives. Managers are then provided an opportunity for directing the employees in the right direction in case of a crisis within the organization.

2.6.4. English Reading Skills

As with other English skills, reading is also an essential competency in the hotel industry. Reading is extremely important because each employee is required to read written messages and various other information, interpret it and act accordingly. If an employee is not able to read well it becomes difficult for the individual to complete the action as indicated. Messages or information sent in writing places the responsibility on the employees at various levels to act as required. Neglecting the importance of employee reading skills, therefore, can be detrimental to the organization due to the communication problems which may result.

2.6.5. Pragmatic Employee Skills

Effective and appropriate communication within the hospitality industry entails good use of Pragmatic skills by the employees. Pragmatic employee skills play a crucial role within the hotel industry because it enhances effective employee communication skills (Wood, 2009). Communication to an employee with excellent pragmatic skills is not a problem. This is because such an employee is in a position to communicate effectively with other workmates, send appropriate messages and act on messages received within the specified period. Not only do pragmatic employee skills enhance effective communication, they also help employees understand organizational performance expectations. This understanding results in high productivity. Moreover, pragmatic employee skills enhance critical thinking and problem solving abilities leading to high efficiency.

2.7. Importance of Business English Competency Skills in Employment in the Hotel Industry

Every aspect of business is related to today's global economy because we are living in the global community. The fundamental approach for developing certain skills that ensure success are applied to all organizations. This study is focused on the role of Business English competency skills in the hiring process within the hospitality industry. The hospitality industry encounters many situations that require global introductions. Primarily, written English skills combined with other forms of English communication are applied to any country's hospitality industry with regard to marketing procedures. Therefore, goal attainment and performance is determined by the employee qualification and capability of enhancing effective performance of the organization. In other words, the hospitality industry's human resource recruitment process

involves different methodical approaches to ensure that Business English competency skills are applied to all employees to enhance the organization.

English concepts are applied to marketing, technology and performance of the hospitality industry worldwide. The hospitality industry requires employee professionalism in different fields. The qualification and performance of the organization's employees drives the mission of the organization (Adnan, 2008). All the strategies included in the hospitality industry, including the marketing concepts to the home nation and worldwide, are determined by Business English competency skills. This means that Business English competency skills are the fundamental setting of the hotel industry in globalization, therefore it is advisable that the basic factors that employers include clear definitions of all the concepts required in written English skills and effective communication in English language through the recruitment process. English is a wide concept and is key to employees completing regular tasks and duties in the global setting. It is important to focus on the abilities of the Business English competency skills of each employee for effective performance of the stated company goals. Business English competency skills enhance communication, writing and reading.

According to Young (2008), the concept of English competency skills supports the welfare of the organization and the methodology incorporated in defining and attaining organizational goals. The human resource management team defines hiring processes by ensuring that employees have the required skills and expertise in different Business English competency skills. Global English, the world's leading company supporting English, completed research on most of the companies in the world on Business English for organizational performance. It found that almost 90% of poor performance is a direct result of insufficient Business English skills; the companies analyzed did not assess Business English skills during the

recruitment process. In fact, most hospitality Companies around the world have abandoned the ignore of the communication aspect when hiring employees, resulting in poor performance in the hotel field. The field of hospitality requires expertise in different sections, with the most important being the skills incorporated in business. The hospitality industry must consider the written English skills of its employees. For effective participation and increase in productivity there are specific rules defined in the recruitment process. Educational performance, particularly in written English skills and professionalism are basic concepts addressed in recruitment processes for the hospitality industry.

Business English skills are a concept that is being used around the world and research has shown that many companies, including those in the hospitality fields, are affected by employees' inadequate written English skills. As part of the hospitality industry HR defines English competency skills as the major communication type for enhancing organizational performance. The significance of the written English skills and its effects on the professional sector of an organization is a critical debate in the global English and communication industry. Studies were conducted on the aspects proficient written English skills and the impacts on an organization when its employees lack the appropriate skills. There are different aspects that the human resource manager considers when hiring an employee. The most supportive concept is that English acts as a tool of communication and Business English competency skills support the employees' performance (Andrews, 2007). The hospitality industry is diverse and encompasses different methodological approaches to customer care, management team, employers and employees.

When Business English competency skills are lacking in the hospitality sectors, it interferes with the organization's achievement. Various research materials have been introduced

indicating the importance of Business English competency skills in hotel management. English language speaking and writing skills have become the dominant factor in the hospitality industry, because people have adapted to the idea of speaking and writing in English on a global scale. Communication is an essential factor in the hospitality industry and therefore developing its employees' English language writing skills is crucial to the organization's success. Studies show that developing employee Business English competencies enhances the formulation of the companies' objectives (Andrews, 2007). Therefore, it is the role of the human resources manager to ensure that the recruitment process in any hotel consider all the aspects of English competency. The hotel industry is composed of different criterion, requiring good communication skills, proficiency in English and effective English writing skills.

There are aspects supporting that potential employees' possess high proficiency in Business English competencies. This is because many customers in the hotel industry require effective communication in different areas. The English language is integral to the world economy, which is particularly evident through technological advances, such as the Internet. Clearly, the hotel industry's hiring process must consider prospective employees' written English skills. The hospitality industry plays a role in a country's economic development. Therefore, recruitment methods must determine the Business English competencies skills and professionalism (Andrews, 2007). Hospitality industry management teams act as a link to the marketing industry; therefore, the basement of the organization's performance is defined by its management team. The human resource management team is the most sensitive sector in the hotel industry, because of the recruitment level, that is very high. The employers must be familiar with the factors that support the hospitality industry, with the major component of these factors being the level of Business English competency skills of an employee. All the aspects

associated with effective written English skills are essential for effective global communication. The hospitality industry is affected by and includes technological advancements, in particular Internet technology. This worldwide distribution of information markets the company globally, and is subjected to business disruptions.

The human resource management teams in the hospitality industry must focus a great deal of energy for determining the qualities required of an ideal employee (Mary, 2009). This is because it requires all the determinants of qualification and proficiency in the different fields of hospitality. The recruitment process is difficult in any industry, but in hospitality the sensitive issue lies between English written skills and the mode of communication. In the movement of the global economy English became the first international language applied in business and all types of international welfares. Research, conducted primarily in the hotel industry, indicated that most of the employees in the different fields were facing a problem in the Business English competency skills. This problem, which is not predetermined during the hiring process, results in negative impacts on the organization's performance. A detrimental factor, neglected by most of the hospitality human resource teams, is the concept that available talented global employees has increased tremendously (Mary, 2009).

Employers must understand the key concepts of job analysis. Job analysis is the systematic approach of collecting, analyzing and documenting the key concepts required in employment. The job analysis method includes investigating three major ideas. Understanding the employee's marginal functions and duties is a major aspect. The second idea is the approaches used by the employee to complete assigned duties. Lastly, the competencies applied to the job position must be well defined, including the skills required, knowledge and professionalism. The importance of job analysis by the human resource management team in the

hospitality industry is for cultivating the general requirements of an employee for the hiring process. The recruitment procedures applied in the hospitality industry include the competencies in skills and professionalism required for effective performance of the specific tasks. It is the evaluation process through job analysis procedures that supports the approaches used for defining objectives and standards for use during the hiring process (Mary, 2009).

The basic factor included in the hiring process is the fundamental requirement of Business English competency skills. Globally, around one billion people are in a position to communicate and learn English. Many concepts support the idea that English skills included in the exponential growth of a country's economy. This supports the fact that Business English competency skills are practiced worldwide. Therefore, this is a concept that supports English as a global language. Even countries whose primary language is not English teach English as a foreign or second language. Therefore, since English skills are taught and learned worldwide, and the hospitality industry services are offered worldwide, hotel employees must possess effective Business English skills. The rapid growth of technology as a global means of communication keeps the world in a state of flux. English is adverted technologically and used by many companies worldwide to enhance technology (Mary, 2009). Companies that failed in their global performance lacked communication skills, professionalism and Business English competency skills technologically. This means that English is a language that is globally accepted and used by many people and companies around the world through technology.

The hotel industry does not confine itself to its native country, rather the industry is applied across the world. Therefore, the fundamentals of the recruitment process must test the employee's abilities in English writing skills. Hiring only individuals with adequate English writing skills will ensure that the services provided are understood globally. Furthermore, when

employees possess excellent English writing skills, marketing of the industry is made easy technologically. The Internet has resulted in many advancements, for instance it has acted as an organization's link to the world. The Internet also offers services such as marketing strategies and information portals for the organization. This growth in Internet technology places many people worldwide in a position to use the Internet. It follows logically that to use the Internet effectively requires proficiency in Business English. Research conducted by Young(2008) , indicates that almost 90% of the content on the Internet is presented in English. As an international specialty, the hotel industry must define a clear outline of professionalism for Internet skills and demand effective Business English skills of its employees. Insisting on English literacy will ensure that the employees understand the technology and assist the company in gaining a position in the technological world.

Business English competency skills must be assessed through the hiring process to determine the prospective employee's professionalism and ability for facing the challenges in the hotel industry. When necessary, employees must enhance their skill set by expanding their Business English competencies through specialized courses. The basic concepts included in courses designed for enhancing employee Business English skills include listening, reading and writing composed statements in English. The hospitality industry has declined around the world from not assessing potential employee's Business English competency skills during the hiring process (Andrews, 2007). Andrews sent surveys to 3000 hospitality industries in 200 countries. Then 25,000 subscribers responded to the survey, which consisted of forty questions about the hiring procedures and the role of Business English competency skills to the performance of the organization. The respondents were well distributed around the world, with 35% from Europe, the Middle East and Africa, while 30% and 25% were from American and Asian countries

respectively.

The general trend showed that 35% of the companies consider Business English competency skills in the hiring process; 65% of respondents never consider this aspect in their employment procedures. According to our findings, the hospitality industry is performing poorly in today's economy due to this neglect of Business English competency skills. The fact remains that the hospitality industry is a global industry, and the world defines English proficiency as the means of communication (Mary, 2009). By failing to hire individuals with effective Business English competency skills, communication and running of the hotel industry is poor. According to our findings, the hotels that considered written English skills in their hiring process performed well and were rated effective by their customers. Good performance of the hotel industry was defined by excellent guest satisfaction. Ignoring Business English competency skills through the hiring process resulted in employees who faced difficulties in dealing with worldwide concepts.. Global workers in most of the hospitality industry are trained in English language with the necessary skills (Andrews, 2007).

The reason employers consider Business English competency skills of their workers is because it is an essential component that affects the company's performance. Therefore, it is a concept that supports the communication process and links the company's services to the world. The human resource management team in the hotel industry knows that with the required competency skills in English a person is in a position to understand all the dynamisms associated with the company technologically and goal attainment. The hotel industry requires a high degree of professionalism and understanding of the technology applied to hospitality services worldwide, and requires an understanding of Business English competency skills.

Reading English skills are important when hiring employees because it confirms that an

employee is in a position to understand, argue, and analyze the concepts that are defined in the written materials. Writing English skills are also important in the hiring process, as the hospitality industry relies on expressing goals and ideas through writing materials (Mary, 2009). An employee with the inability to produce clear writings in English will likely prove unproductive. Many employees in the hotels come from different cultures or countries with different languages. English is the common language taught worldwide and has been learnt over the years to ensure that there is effective communication globally. It is considered an international language and many people have learned to speak in English. Therefore, many countries are experiencing excellent productivity because they are in a position to express their creativity on a global scale. This concept applies to the hotel industry when hiring employees.

2.8. Standards and Methods of Hotel Rating

Most guests use hotel ratings as a guide to determine a facilities level of comfort. With organizations, the ratings are defined by guest preferences, according to a defined set of criteria. Ratings for different hotels are available for online viewing. Hotel ratings help prospective guests compare facilities according to the individual's preferred services, ratings and comfortability (Chislom, 2010). According to Chislom, Hotel Ratings are completed through a certain description of the hotel, location of the hotel and guest reviews. These basic factors allow guests to make an informed decision. Chon and Sparrowe (2000) concluded that many travelers rely on hotel ratings for their own comfort, although there are no standard international criteria or a good definition of hotel ratings. This is because there are different standards made by different countries on hotel ratings . For instance a four-star hotel rating in London can be different from a four-star hotel in Germany. Rating agencies, around the world, rate hotels differently depending

on the quality of services being offered and the nature of the hotel. There are no preferred measures of how people and rating agencies rate hotels.

Hotels use their website for rating their facilities. Such sites may rely on fundamental rating systems including their own service providers. This means that the site of the hotel can be less reliable for considering the properties of one hotel as compared to another. For instance, Hotwire Hotel defines its ratings on its major guidelines and customer reviews. This framework results in ratings that differ from a hotel's own ratings. The second rating method is Expendia ratings, which defines its own criteria of ratings for full- and half star hotels ranging from one- to five-star ratings. Such a criterion is used to ensure that customer needs are clearly identifiable. Expendia does not make any promises through their specific hotels rating system. This means that if a customer is looking for a facility with private bathtubs, Expendia ratings do not provide that sort of information (Christine & John, 2003). Customers must rely on the descriptive measures of the hotel when looking for specific amenities. The third system is Mobil ratings, which is considered the most reliable hotel rating system, although Mobil only rates North American facilities. Their rating does not rely solely on customer ratings and reviews, but includes a firsthand inspection. Mobil rating is considered unpredictable and unreliable because it does not take into consideration room renting service, which is considered an important aspect in the hotel industry.   Another well-known hotel rating platform in the United States is AAA's Diamond Ratings. AAA's 50 million members rely on its hotel ratings. As the moniker indicates, AAA uses the diamond system for ranking the hotels to avoid confusion. It rates hotel according to 27 criteria of properties for minimum standards of a hotel. It ranks each hotel from one diamond to five diamonds. Basically, for a hotel to qualify under AAA's criteria, specific measures and strategies are used.

One diamond generally refers to budget accommodations meeting cleanliness, comfort and hospitality requirements of the rating system. Two diamonds indicates a higher standard of quality for the amenities offered, including physical layout, design, and prices of the hotel. Three diamonds defines the services offered to clients according to style and design exceeding those offered by one and two diamond facilities. Four diamonds indicates high quality services and a unique style. Five diamond facilities are classified according to the highest level of quality and service, luxury, top-notch amenities and comfort. Five diamond hotels offer the highest standards a client can require (Christine & John, 2003). The Canadian hotel guide relies on the ratings given by the guests who use the hotel services. The hotels are rated on a ten-point scale ranging from 'perfect' (10) to 'abysmal' (1). The criteria evaluated are amenities, cleanliness, location, comfort, service, value and recommendation. In the United Kingdom, the English Tourist Board awards hotel ratings from st one- to four-star (Fritz, 2008). Stars are assigned according to a list of parameters including square footage of rooms, number of elevators and the number of languages spoken by the staff. Cranley is another online rating agency with its own standards of evaluation. It is not dependant on the evaluation criteria of any country or agency. With changing global trends, the criterion also undergoes a change from time to time. Cranley rates hotels on a twelve-point scale, believing five-stars as inadequate to encompass the wide array of available services. There are other systems used by different countries, for instance the DEHOGA system is used by the German by government for rating hotels. Within Europe, different regions are evaluated by different agencies. Hence, the criteria are not uniform. One of the prestigious rating agencies is Michelin. It awards one- to three-stars to restaurants in Europe and the US (Fritz, 2008).

In Britain and many parts of the world, hotels are classified from one-to five-star, the

latter having more luxury. The Automobile Association (AA) and the National Tourist board determined the grading systems for classifying hotels around the world. Nevertheless, some stakeholders in the hospitality industry have introduced and embraced six- or seven-star status (Fritz, 2008). However, professionals in the industry claim that adopting these statuses by some members are normally directed towards advertising the facilities, but in reality are not different from five-star facilities. For instance, a visit by an American journalist to the Burj Al Arab hotel in Dubai who described itself as a seven-star facility, describing itself as the only seven-star hotel in world. The title is used for advertising purposes to attract more guests. Therefore, its originality cannot be directed towards a system of classification. Another hotel located in Milan, Italy known as the seven-star Galleria is also described as a seven-star facility (Fritz, 2008).

The seven-star status is for advertisement purposes only, as there is no official evidence of a rating higher than five-star in Italy. The standards of rating hotels around the world are primarily based on a hotel's conditions of service including its management, accommodations, leisure and the state of wellness experienced by its clients (Clayton & Tom, 2008). Hotels around the world are classified by using the star-rating system. The ratings are a general indicator of the quality of a specific hotel. This kind of rating, however, is not perfect because different customers prefer different services and every customer has different taste. Hotels in the five-star category are normally recognized by their exceptional amenities and a unique state of luxury. Besides exquisite menus and highly qualified chefs, their locations and their convenience are exceptional (Clayton & Tom, 2008). Generally, these hotels are characterized by unique architectural designs and luxurious interior designs. There is a sense of elegance, from the surroundings to the individual rooms. The rooms contain the highest quality fabrics and beddings while the floors and lobbies are constructed from the finest materials. In simple terms, these

hotels exemplify elegance in every aspect (Christine & John, 2003). When visiting these hotels guests expect to encounter things such as 24-hour Internet access in the rooms, high quality music systems, 24-hour room service and very expensive room decorations. The size of such hotels differs depending on the original purpose of the facility's design. For example, some may be very large for catering to several guests, while others may be smaller to provide intimate luxury services to their guests. In addition, five-star hotels provide their guests special facilities such as access to the latest fitness and gym facilities, courts for playing tennis, golf courses, spa services, and multiple-purpose pools. Moreover, these hotels provide a suitable environment for both business and corporate clientele by providing excellent business centers and meeting facilities (Christine & John, 2003).

Within the five-star category of hotels, one may notice two classes that are easily distinguishable. There is a more superior class of the five–star status referred to as superior luxury class that is associated with the presence of intensive around-the-clock guest care. This is slightly different from the luxury class of the standard five-star facility. An example of such a hotel is the Embassy Suites Hotel located near Niagara Falls in Canada (Christine & John, 2003). The location as the closest facility to the falls is exceptional, and provides a spectacular view of the falls. Another hotel in this category is the Renaissance Hotel, also located at Niagara Falls, Ontario. The other category of hotels is the four-star hotels. Where five-star hotels are referred to as exceptional, the four-star hotels are known as 'superior.' This is because they provide upscale accommodations, lounge facilities, excellent restaurants with fine bars, and around-the-clock room service (Christine & John, 2003).

Apart from these, the buildings harboring these facilities are constructed of high quality materials and excellent furnishings. In addition, guests are provided with ample parking, fitness

facilities, spas and other major hotel services (Fritz, 2008). Just like the five-star category, high quality linens and beddings are used and the floors and lobbies are composed of excellent components. Moreover, several pools, serving various purposes, are also available. Four-star hotel employees sustain careful attention to every detail, and mistakes in service delivery are not taken lightly in these hotels. In some cases, these hotels may have unique recreational facilities such as golf courses and other special facilities, meant to satisfy guests with special recreational needs. As with the five-star hotels, guest comfort and convenience is the driving force in four-star hotels.

Many four-star hotels offer excellent meeting and business facilities for their guests (Fritz, 2008). The most noticeable difference between four and five-stars is the reception. Whereas the five-star offer a 24-hour reception, four-star hotels' reception is opened for 18-hours, but it is available via phone from within and outside the hotel. Internet access and cosmetics are also available in these hotels (Fritz, 2008). Smoky Bear Lodge located in west Glacier, and the Bavarian Inn located in Miami, are some hotels in this category. Others are Holyrood Aparthotel and Iberostar Bavaro. Hotels classified three-star are known for modest room facilities that are well maintained, and some offer business facilities. Some three-star hotels may provide a restaurant (Clayton & Tom, 2008). This category is generally described as 'first class,' because they are designed to provide comfort to middle class individuals since they are not as expensive as four- and five-star facilities. This group of hotels is normally upgraded to provide more spacious guest rooms with good dining service, a pool and fitness amenities, and well-designed and constructed lobbies, nice dining areas and variable room service. These hotels are thought to attract more guests than the upscale ones so ample parking and a medical facility in the compound is inevitable. In addition, some resorts may also consider providing meeting and

business facilities to their guests but this is not always the case. The designers of theses resorts often ensure that the surroundings are well maintained and that they provide aesthetically pleasing components to their guests. Normally, the receptions of these hotels are opened for 14 -hours but it is available through phone from inside and outside of the facility and most of the staff employed at the reception should be able to speak and understand at least two international languages, for instance English and German (Christine & John, 2003).

The rooms in three-star hotels are normally equipped with things such as telephone, Internet access, heating facility in the bathroom, dressing mirror, shoe polish kits and laundry and ironing services. Some hotels in the three-star category include: Ramada Inn (West Hollywood), Holiday Inn (New York) and the Dream Resort and Spa (Mexico). Nevertheless, some hotels in the three-star category may be described as 'superior three star' because of their ability to provide additional service and luxury that are not sufficient to be called four-star. These facilities should be of a modern level and checked regularly to ensure that they are always in the excellent condition. On the other hand, hotels that are classified as two-star are known to provide reasonably maintained, basic accommodations. While some may have an ensuite bathroom, others lack this facility (Clayton & Tom, 2008). These hotels are generally identified by basic and clean accommodations and the presence of meeting facilities. However, they contain complete fitness facilities with fairly modern recreational facilities. The food provided in these hotels is typically the common menus and mainly consist of breakfast. This is the 'value' class of hotels because everything here is medium in its status. E.g. Medium priced rooms, food, and recreation as compared to others. The rooms provide basic comforts with television sets, telephone and basic amenities. Nonetheless, room and baggage services are normally not included in these hotels. The surroundings and landscape are maintained in an average manner.

The sanitary care provided in these hotels includes bath towels, shower gel, tooth-brush, shaving kit and toothpaste (Fritz, 2008).

Two-star rooms are equipped with linen shelves and a reading light next to the bed. Credit cards are also offered to prospective guests. Some hotels in this group offer services that are almost similar to those offered by the three-star hotels, but they cannot be referred to as three-star since their interiors and rooms are much smaller and the services are much cheaper than the three-star hotels (Christine & John, 2003). This phenomenon is called a two-star superior. The Fairmont South Hampton Princess Hotel is a good example of a two-star hotel. Another example is the Viva Vallarta Hotel in Mexico that is described as an-inclusive resort with very good rooms and small pools. The lowest ranking of a tourist hotel is the one-star rating (Christine & John, 2003). Hotels in this group are usually equipped with basic facilities that are clean and simple. They are designed to accommodate budgets of the economy class by providing the most basic needs that should be found in a hotel. It is important to note that the rooms in these hotels are generally very small and the amenities available are directed towards basic needs rather than wants (Christine & John, 2003). More often than not, these hotels will not have restaurants or a private bathroom for each guest. In addition, the rooms will lack amenities such as telephone and sanitary care products. However, there is a telephone facility located strategically for guest access. It is called the economy class because the things provided are basic and essential. These will include a table and chair, reception service, beverage and soap. The majority of one-star hotels are located near public transport systems such as bus stops and railway stations, major streets in a town that are populated, low-cost attraction centers and usually at short distances from nice restaurants. Generally, one-star hotels are designed for the low-income population. Examples of such hotels include; the Marina Intl. Hotel in California

and the Table Bay Hotel in Cape Town, South Africa. Guests who have visited these hotels before have experienced several setbacks such as theft of their property and poor conditions of rooms (Christine & John, 2003).

Using the star rating method for tourist hotels around the world has several advantages for the stakeholders and the customers in general. Specifically, the, star rating helps educate a prospective guest on the available services offered in a certain hotel before booking a room. This method also helps standardize customer expectations of the hotel industry. Therefore, if one chooses a four-star hotel, he or she is able to determine the services expected and the degree of satisfaction that they are likely to experience (Christine & John, 2003). Secondly, this standard of classification also helps educate the customer about the availability of hotels that he or she can afford. As a result, a guest will not be surprised at that the cost of a five-star hotel because he is aware of the financial and recreational expectations. Moreover, the star rating system ensures the customer security, as she is assured that the facility is regulated and trusted. It also ensures that high standards of professionalism in the hotel industry are maintained. Despite the above merits of the star rating system, there arise numerous problems, as well (Christine & John, 2003). Currently, this rating system is confusing, as ultra-luxurious facilities continue to develop. As a result, the issue is raised whether to introduce another system of classification to accommodate modern developments. It is believed that more advanced facilities have been developed that cannot fit in the five-star description. Most analysts have described the star system of rating as a standard of creating confusion and inconsistency in the hotel industry.

2.8.1. Worldwide Hotel Rating System

The basic fundamental of hotel ratings vary according to the organizations, but the

international worldwide hotel agencies rate hotels using two different platforms; (1) AAA'S Five-Diamond System and; (2) the World Five-Star Hotels. The criteria used to rate hotels are different and vary according to the hotels. According to O'Fallon & Rutherford (2010), for a hotel to receive an AAA five-diamond system, an incognito inspector accesses the properties individually. Some companies do not receive the inspector's ratings, but their value on services are rated. Some countries, like Germany, Spain, and Denmark appoint the government responsible for hotel ratings, but other organizations are rated by the client's reviews. For any hotel to be rated a World Five-Star Hotel, it must meet various outlined conditions and criteria. The Worldwide International Hotel rating system differs according to the country in which the facility is located, the most basic factors are considered as described in the following sections.

2.8.1.1. Reservation Services

This is the basic point in the evaluation process of a hotel rating according to the world hotel rating. The reservation process defines the courteousness and accommodations of the reservation agent. The rating depends on how effective the services of the hotel are, including all the operations within the hotel and general efficiency (O'Fallon & Rutherford, 2010). Additionally, under reservation services the hotels are rated depending on whether effective messages are sent automatically, and how the front desk and bell desk employees interact with guests, allocate reserved places and the amount of time the luggage is allowed to be kept at the front desk. The amount of time food and other services ordered by the customer take for delivery in his or her room is another criterion. The quality of services offered by the restaurant system, bar and other services offered by the hotel in relation to the price are also considered. Lastly, the rating is based on how the hotel employees respond to customers' requests and how they address

customer complaints and grievances (O'Fallon & Rutherford, 2010).

2.8.1.2. Room Size and Facilities

The second factor considered in the World Hotel rating systems is the size of hotel rooms. Because the size of the room is important, hotel rating agencies state that it is always important for a guest or a client to inspect the room and its conditions before paying. Many worldwide agencies, therefore, rate hotels according to room size, bed size, thinness of the bed mattresses, room conditions, bedding guidelines and other equipment in the room such as air conditioner, neat towels among other items (Andrews, 2007). Additionally, the quality and newness of the furniture in the room and its construction is always considered a key factor under the international hotel rating system. Room layout is an important element and many hotel rating agencies suggest that before paying for a room, the customer should compare several rooms to ensure the price they are paying for is appropriate in relation to the room. Concerning bathrooms, the international rating systems usually consider basic factors, including quality, the size of the bathtub, water pressure, neatness and cleanliness. The other factor considered by worldwide rating systems is room electronic amenities, including TV inspections, Internet, laptops and the quality of electronic stereo systems. The final factor considered is room safety, design and openness to fresh air (Andrews, 2007).

2.8.1.3. Overall Hotel Cleanliness

Cleanliness is an important factor usually considered by worldwide international rating systems, particularly for facilities that offer food or other basic human needs. Beddings, carpet or

any other equipment should be free from stains or dirt. All the hotel floors are usually expected to be clean and not slippery, which may endanger the lives of the guests or customers. Moreover, all the bathrooms and fixtures are usually expected to be dry and free from mold. The room windows are normally expected to be clean and free from dust and debris. Andrews (2007), suggests that for a hotel to be considered as a world five-star it is always important to ensure that the room compound is free from litter and smells such as mildew or sewage. Moreover, the condition of the glassware used in the restaurant, bar area and the rooms is included in the hotel rating. The conditions of the public areas with regard to safety and cleanliness are usually considered important. Under this point the hotel is usually rated depending on dimensions of cleanliness and luxury services the hotel offers in the public areas. In addition, hotels facilities and amenities in the hotels services, the restaurant and bar area, health clubs, meeting clubrooms and other services are usually included in the hotel rating, including their effectiveness and efficiency together with high quality services. Parking is a point of great concern regarding international hotel world rating. The rating of a hotel usually depends on landscaping modulation, parking area, safety, valet services and parking facilities (Andrews, 2007).

2.8.2. Hotel Rating Standards in Dubai

The standards and classification criterion are set by Dubai Tourism and Commerce Marketing (DTCM), which is the official authority in Dubai. The DTCM is responsible for licensing, classification, awarding star rating to hotels and above all check for maintaining prescribed standards. The rating of hotels in Dubai is done by the Department of Tourism and Commerce Marketing on a scale of one to five. The criteria for rating the hotels are extensively chalked out by the authorities. The extent and quality of infrastructural facilities like room size,

quality of linen and design of the rooms. Other amenities like tea and coffee making facilities, décor, lighting, layout of restaurants, entertainment channels, air conditioning and so on are evaluated critically before awarding a star rating to a hotel. However, the aspect of communication skills of employees as one of the determining factors of hotel standards is not considered.

Presently Dubai has introduced two significant rating systems, Accolades is a five star-rating system that indicates an exceptional level of hotel luxury and guest accommodations. This rating is used to identify and reward five-star hotels and resorts whose quality of service exceeds customers and guests expectations. This rating is based on two levels, Gold and Platinum. To acquire the Gold status, the facility must meet the required minimum standards for hotel and resort before proceeding with an Accolade assessment (Dubai Guest Accommodation Classification Scheme, 2011). For Platinum status, the hotel and the resort must first ensure that it fulfills the required minimum entry standards before proceeding with application to Accolade assessment. Designator is another classification tool promoting specialties offered by destination hotels (Dubai Guest Accommodation Classification Scheme, 2011). The symbol usually communicates that a particular hotel caters various other markets. Designator types include Spa, Theme Park and Wellness. Most ratings tend to consider infrastructure quality, which is quantifiable but communication skills is overlooked by many ratings platforms. Various hotels in Dubai award themselves excessive star-ratings for marketing purposes. An example is Dubai's Burj al Arab a five-star hotel that upgraded itself to a seven star status hotel for marketing and advertising (Phol, 2005).

2.8.3. Critique of Hotel Rating in Dubai and Around the World

Dubai's Burj Arab hotel has a unique designation as the only seven-star hotel in the world. This is because there is not a hotel rating system with such a high rating. Although the Burj Arab's management received a rating of a five-stars, the clients define the rating as a seven-star hotel (Phol, 2005). This seven-star rating is a result of a British journalist's article of the hotel's self-described rating as far beyond anything in the whole world. Rating hotels in the world has become a challenge, fueling debate over which rating system to use all over the world. The question still remains, how a five-star rating on one continent can be different from another continent. Dubai has its own standards for defining a hotel and considers the guest experience as the most important aspect (Dubai, 2011). One of the aspects considered, is a hotel's adherence to standards set by the Dubai hotel management team. The other factor is the quality of services being offered by a particular hotel. The quality of services being offered by a particular hotel is considered a significant factor in Dubai, because quality of services in any hotel and the standards of those services result in a positive customer attitude. Moreover, furniture design and quality is easily quantifiable, but the subjective measurement of quality of service is considered critical to the hotels (Dubai, 2011).

There is no simple definition of a star hotel rating all over the world because they differ between countries. Given the differences in rating standards around the world, it is difficult to understand what constitutes a 10-star hotel in Dubai and a 10-star in another country. Therefore, according to Crown Plaza Hotel General Manager, James Yong, the hotel rating standards all over the world and in Dubai is more confusing and hard to understand. This is because many hotels in Dubai all over the world develop additional factors to give them high stars which may not be the case in the country (Phol, 2005). Many hotels add additional stars to increase their

rating and create a positive image in the eyes of the customers, clients and guests. By doing this, many hotels attract large numbers of customers, increasing their growth, profitability and revenues. According to James Yong, awarding stars to hotels and hotel rating standards is a marketing gimmick rather than a reality. For instance, Dubai's Hydropolisis underwater hotel, boasting 220 suites at 18.2 meters underwater and other services, have yet to materialize, but it is known as a hotel with classic services and a rare location being rated as a high class star (Phol, 2005). According to Phol, the rating of hotels in Dubai and all over the world is unreliable.

The Abu Dhabi hotel rating system is because it adheres to standards set by the government. The Abu Dhabi Tourism Authority is developing a new system to standardize classification of hotels following a new procedure and ratings. Capital hotels will show a specific measure and criteria for ratings. Criteria include rating the hotel according to such things as, plasma TV, floor furnishing, furniture quality, room décor and many more. Service standards will also be considered. According to Abu Dhabi Tourism Authority research, some hotel requirements do not meet five-star exceptions while other five-star hotels do not meet the required standards. According to Nasser al Reyami, Director of tourism standards in Abu Dhabi Tourism Authority, some hotels in Dubai are degraded and the major aim in Dubai is to meet the requirements of high standards (Dubai, 2011). To set a specific criterion for grading hotels in Dubai is to maintain regulatory standards in accordance with the whole world. It is the responsibility of the tourism association to inspect all the hotels three times a year to ensure that the standards for its classification are maintained. This ensures that travelers and guests will receive the full standards required for any hotel.

According to Carter & Dunston (2006), implementing the required hotel setting requirements, Dubai hotel rating standards will undergo a classified hotel rating. Currently all

hotels in Dubai are classified on the basis of a world rating system which ranges from one- to five-star hotel. But the new setting of ratings will deal with, business, beach, desert, and heritage hotels. This exemption from the world rating will issue a figurative analysis that ratings can be done on local markets, meeting the standards of the region (Carter & Dunston, 2006). The Abu Dhabi Tourism Authority has set hospitality properties to be inclusive to the rating process in addition to hotel uniqueness. The new standard of rating will replace the system rating that has been used in Dubai for over ten years. Qualitative measures and changes in the hotel management and service will enhance set standards. The standard hotel ratings in Dubai will be based on the following; Five-star hotels will be rated following three criteria platinum, gold and silver. The hotel apartment will follow a three criteria instead of two, these standards of rating will include, basic ratings, standard ratings and deluxe ratings. In rating these hotels, the guesthouse classification will be maintained (Carter & Dunston, 2006).

2.9.   Existing Literature Review Gaps

Many research studies have been completed on this topic, but gaps do exist in the extant literature. For example, in a study by Barrows and Powers (2008) on the importance of effective English communication in hospitality organizations, the study concluded that without English, many employees around the world would be less productive and efficient. The survey indicated that many employees in various hotels of the world use English communication language to develop individually at the workplace and contribute effectively to social life and economic wealth. Without effective English communication skills it is difficult for employees to develop and work efficiently within the hotel industry, which relies on English as the major language. According to their research, they concluded that effective and good employee competency and

English skills is crucial in any organization because they increase productivity, efficiency, customer satisfaction, employee performance, reduce high employee turnover and high productivity (Barrows & Powers, 2008).

Another research study conducted by Breiter and Clements (1996) on the most crucial skills considered by various human resource managers when hiring in hotels comprised of conceptual skills, planning skills, technical skills and human resource skills. Their findings also indicated that good communication skills, problem solving and analytical skills were also given a greater value by most of the managers when hiring employees. Since these skills are important, many organizations spend considerable amounts of money for training employees. In another study by Brown and Williams (2003), it was revealed that most organizations in the hotel industry place a greater value on upper level and personality skills as compared to effective and good employee English communication skills. Although the findings indicated that some organizations spend money training their employees on effective oral and written communication skills as a way of increasing employee efficiency and productivity, the existing literature is not sufficient enough as far as the research on employee English competency skills is concerned (Brown and Williams, 2003).

In another research by Baum (2006), on the importance of good writing skills in organizations, it was reported that good employee writing skills leads to organizational success. From the research findings, an organization's success is determined by whether their employees possess good written English communication skills. According to Baum, effective written English communication skills were perceived as important for customer communication and satisfaction. The research indicated that most of the communication in various businesses and organizations depends entirely on effective written communication skills. In any organization all

the communication, including writing emails, business proposals, reports, technical support, customer documentation, and replying to internal memos, all require effective written English communication skills. According to the survey, such skills were perceived as important because they increase profitability, productivity and employee efficiency. Baum concludes that globalization and the increasing competitive environment of various sectors in the world requires good English written communication skills as essential to any organization in any industry or sector (Baum, 2006). No research has been conducted on how effective and good written English communication skills lead to productivity, efficiency and profitability in hotel industry. This is the reason this study attempts to prove that effective written English communication skills results in increased productivity, efficiency and profitability.

A study by Charles (2007), found that, most of the organizations in hotel industry consider various skills important including high interpersonal skills, effective communication skills, personality skills, capability skills and the level of intelligence. According to the research findings, interpersonal and personality skills were the most considered skills when hiring employees in hotel industry. Additionally, the findings indicated that many entry level managers only considered employee basic knowledge skills and the ability to use the skills in everyday work situations (Charles, 2007). Research on whether human resource managers and top level managers in the hotel industry consider employee written English competency skills when hiring or at entry level is an area requiring further research. Due to the existing gaps in the literature in this area of concern, this research intends to prove that many of the managers and human resource managers in various hotels in Dubai, do not consider employee written English Competency skills when hiring or at employee entry level.

CHAPTER 3

RESEARCH METHODOLOGY

3.1. Introduction

The purpose of this study was to prove that written English language skills are important for better efficiency, productivity and profitability in the hotel industry in Dubai. Additionally, it attempted to prove that employee written competency English skills and Entry level testing is lacking in Dubai's hotel industry. This chapter includes a description of the methods that will be used for completing the study. The chapter contains a discussion of the qualitative nature of the study and justification for the research design. Also included in the chapter are descriptions of the target population for the study, the sampling methods, data collection instruments, data collection procedures, ethical considerations and the measures of validity and reliability.

3.2. Research Design

The design of any research is one of the key factors contributing to a successful research study. If the research method is not appropriate and/or does not address the researcher's needs, effort and resources are wasted. Selecting the appropriate research method is based on an understanding of the research objectives and questions defining the scope of study (Bell, 2006). According to Bell, an effective and good research design should provide an overview of how the researcher is going to answer the defined or outlined research questions. Bell also indicates that a research design should contain clear objectives that are in-line with the outlined research questions. Additionally, the research design should specify all the data collection sources, methods and research instruments. Moreover, a research design encompasses various

frameworks that are employed for the compilation and evaluation of data. An effective research design provides reliable data that is collected and analyzed, and does not allow for bias (Griffin et al, 2009).Ultimately, a well-designed study nets the smallest experimental error. The issue of a well-designed study is discussed for purposes of analyzing the research problems and the nature and the problems being studied.

An effective research design must possess the following qualities, objectivity, reliability, validity, and generalization of specific findings.

3.2.1. Objectivity

In this case, objectivity defines the findings that are linked to the technique of data gathering and scoring of reactions. Objectivity ensures that the data collected and overall research approach is in relation to the research objectives and aims.

3.2.2. Reliability

Reliability is a term that signifies the degree of consistency within a series of measurements. For example, it is anticipated that a respondent will provide the same answer to a questions regardless the interviewer or number of times asked. Any variation in response to the same question reduces reliability. The researcher is responsible for defining the questions' structure to enhance the study's reliability.

3.2.3. Validity

Validity defines the accuracy of measuring instruments being used in a study. For instance, if a test is conducted to measure I.Q (Intelligence Quotient), the intelligence device is

expected to measure only intelligence, and the questions should be framed accordingly (Griffin et al, 2009).

3.2.4. Generalization

Generalization defines the methods of collecting data from samples that can be used for extrapolating generalizations across a large number of individuals from which the samples are identified. A properly designed study, therefore, allows the researcher to generalize the findings of the research. A research design serves as an outline to guide a researcher when answering research questions or formulating hypotheses.

The current study's design was formulated in relation to the research objectives and goals and according to the characteristics outlined by Griffin (Griffin et al, 2009).

3.3. Justification for the Research Method

Qualitative research methods are effective for identifying or clarifying such factors as social norms, gender roles, religious and ethnic characteristics and other variables that may not be obvious (Schindler et al, 2010). Qualitative research methods are used in educational studies, and highlight the role of each variable and its relation/interactions with other variables within the focus of study.

This research approach was chosen for its ability to provide an understanding of the meaning of events, situations, experiences and actions. In a qualitative study, the researcher is not merely interested in "physical events and behaviors that are taking place, but also in how the participants in the study make sense of these, and how their understanding influences their behavior" (Schindler et al, 2010). The qualitative approach also helps the researcher understand the context

of a study and the impact of the situations on individual behavior and actions. Moreover, this approach provides flexibility for modifying the research and analyzes the study through different perspectives. The qualitative approach provides deeper insight, because respondents have the opportunity for opening up and relaying facts not addressed in the "open ended interview questions (Bell, 2006)." This ensures that the responses to research questions capture different perspectives from the participating population sample (Schindler et al, 2010).

Bell (2006), argues that the qualitative research design is formless, supple and has a methodology that is open-ended; it creates an atmosphere that allows respondents to freely answer questions. Structured questions, however, are best for directed inferences, if the researcher is looking for specific information. The questions are structured with different choices, and tabulation is completed according to the structured question scale. Qualitative research designs are less manipulative as they allow the respondents to state their views concerning the issue under investigation. The research methodology chosen was adopted for its economic merits over the other research designs. Ideally, the technique allows for study of a representative sample, predicting a true picture of the entire population (Schindler et al, 2010).

3.4. Research Strategy

3.4.1. Survey Research Approach

There are various research strategies for gathering information and data. The first one is survey research approach, which is an important method of finding information. In the survey research approach a clear objective forms the basis of gathering data, procedures and processes. Results from any survey are enhanced if the analysis plan is developed before collection of data. Ideally, the interpretation of results will reflect the data pattern. This type of research is more

cost effective than other strategies including the self-administered survey. Secondly, surveys are instrumental for describing the characteristics of a large population. The survey research approach provides considerable analysis flexibility. One significant weakness of the survey is that the researcher must ensure close to 100% response rate. This is a challenge because some respondents may not reply, or provide false information about a controversial question. Thirdly, surveys are inflexible during the initial stage since they need the tool and the administration of the tool to remain more stable during data collection.

3.4.2.   Action Research Strategy

The second strategy used is the action research strategy, which is a global, peer reviewed, interdisciplinary and quarterly journal that entails a forum for practicing action research and theory growth. The peer-reviewed journal publishes research action projects following the philosophy and techniques of action research and natural considerations of quality in action research practices. It has rich ideas concerning the goals and objectives of curriculum and appreciates the nature and means of constructive criticisms (Schindler et al, 2010). The action research strategy utilizes local resources in class activities and is less dependent on more creative laboratory sessions.

3.4.3. Case Studies

The third strategy is the case study research strategy, which helps in bringing an understanding about a difficult issue by examining the current state of the science. These research strategies utilize experience or strengthen what is known through existing, previously completed researches. Case studies stress detailed analysis of limited events or conditions and

their relationships. Scholars use case study research techniques in a wide range of disciplines. It helps with problem solving, develops analytical skills and with finding solutions to complex problems.

3.4.4. Ethnography

The fourth strategy is ethnography, or the study of social groupings, activities or members. Researchers are directly involved with ethnography strategies, through interacting and communicating within the study group. In this strategy, the researcher must procure participants' acceptance and cooperation (Bell, 2006). Through this research strategy, the primary information obtained is believed to be truthful and valid. The strategy provides the researcher with social information that is difficult to obtain through other research techniques. This allows the researcher to learn about the social processes. This type of research targets the criminal and fringe groups of society that are difficult to penetrate. This could result in extreme stress and can be very risky for the ethnographer attempting to fit in the group. Additionally, the method is time consuming, especially considering the time it takes for being accepted in a group.

3.4.5. Grounded Theory

Another important strategy is the grounded theory, intended for discovering a theory. A grounded theory results from a particular phenomenon. The theory is concealed, developed and verified through a process of systematic data collection and analysis with respect to the phenomenon. Grounded theory integrates practical insights with theoretical guidelines from the study. It provides a personal judgment based on the research process, cultivating accurate information. Grounded theory enhances communication between the first person and the third

person. The first person in this case represents the practical side and the third person represents the theoretical doctrine. One disadvantage of using grounded theory for any research is the subjectivity of data. This subjectivity may lead to difficulties in determining validity and reliability of methods used and information collected. Additionally, it could easily lead to researcher bias. Moreover, the results are highly quantitative in nature, making it difficult to apply in practice.

3.4.6. Experimentation Method

The last technique is the experimentation method, which is a scientific approach to research allowing for manipulation of one or more variables, controls and measuring the change(s) in other variables. Experimentation research is a true experiment involving the manipulation of one variable and control of others. The researcher can gain insight into techniques of instruction through the experimentation method, providing a better understanding of the variables (Schindler et al., 2010).Using experimentation research allows the researcher to easily determine casual relationships between variables. Experimentation research is prone to personal bias, however, which may interrupt the experiment; for example preconceptions of the researcher can affect the behavior of the subject. Additionally, a sample might not be a true reflection of the whole population. For example the subjects may be restricted to a specific location, a limited number and controlled conditions (Schindler et al., 2010). Lastly, the researcher controls the variables and increases the possibility of determining the effects of each variable.

The survey research strategy was used for the current study, in which data was collected through primary sources through questionnaires, emails, telephone interviews, surveys and in-

depth follow up individual interviews. A combination of interviews and questionnaires were used for collecting data for this study primarily to guarantee that the data is current, and the findings accurate and reliable.

3.5.   Justification for the Research Strategy

This research used the survey research design because it allows for using large samples. Having the ability for using a large sample provides significant results even when multiple variables are analyzed. Secondly, the survey research approach is extremely flexible, allowing the researcher to ask multiple questions. Moreover, the survey as a research strategy is also convenient for inaccessible areas, such as remote locations using emails or telephones. Apart from survey other research strategies might be difficult to conduct. In survey strategy, flexibility is considered when designing the survey questions, and deciding method of administration, either face-to-face interviews, electronic means or oral survey. Survey strategy is easy to obtain and more reliable than other research strategies.

3.6.   Collection of Data Sources

The data means the information in form of numeric, descriptive, audio and video form that is used for analyzing and formulating the conclusion. The class of data applicable to nature of this study is qualitative in nature. The sources from where the data was collected for this study are discussed in the following sections.

3 .6.1. Primary Research

The main sources of collecting data in this research study were primary sources of

information. Primary research is the very effective since it provides accurate and first hand information. Primary data is usually collected using various surveys, interviews and questionnaires. Primary sources of information have various advantages as compared to secondary sources of information. Primary data is collected by the researcher, which ensures that the researcher maintains control over the information collected. Additionally, this allows the researcher to determine the methods and time constraints of the data collection. This is very important because it helps the researcher to focus primarily on the aspects of the research. The other advantage of primary data is that it focuses specifically on the research objectives and aims unlike the secondary data, which usually contains details not required for the study.

Moreover, primary methods of data collection present the researcher with an opportunity to collect original and unbiased data as compared to the secondary data collection methods in which the researcher actually interacts directly with the sources but the information is not original and sometimes may be biased to suit specific needs of the researcher. Primary source information is usually accurate and reliable because it is original in nature. Additionally, this type of data is usually considered first hand because the researcher interacts with the respondents (William et al, 2011). There are some disadvantages to primary data that must be considered, including time constraints and the processes involved in gathering data and information. It can be completed quickly when sample is small but a large sample renders data collection very complex, time consuming and costly.

3.6.1.1. Methods of Primary Data Collection

There are a variety of methods of collecting data. A method of data collection refers to ways of gathering information. The most important methods of data collection involve

observation, interviewing, experimentation, simulation, mailing, panel method, projective techniques and sociometry.

3.6.1.1.1. Observation

Observation involves collecting data in relation to the preferred research by listening. Observation involves seeing or viewing. Most observations are casual with no specific purpose. However, an observation as a data collection method is different from casual viewing. Observation is defined as a systematic view of a particular phenomenon. Observation, in a research study, entails hearing, seeing and perceiving. Observation is classified is different ways with respect to the investigator's role, it might be classified as either Participant observation or Non-participant observation.

3.6.1.1.2. Interviewing

Interviewing is one of the main methods of data collection. It is defined as a two-way organized exchange between the investigator and an informer, initiated to obtain relevant data to a specific area of study. Interviewing also entails learning through nonverbal means, as well; the respondent uses gestures and facial expressions when responding to some questions. Interviewing is usually carried out using a structured schedule. Interviews may be categorized as structured interviews, unstructured interviews, or focused and in-depth interview. The process of interviewing consists of the following stages: Preparation; introduction; rapport development; carrying forward the interview; recording the interview; and closing the interview. Interviewing entails face-to-face conversation between the respondents and the investigator.

3.6.1.1.3. Experimentation

Experimentation entails a study of an independent variable under restricted surroundings. An experiment might be conducted in a laboratory or in the field. Experimentation involves a process of research that is used to study informal relationships between variables. It targets at studying the effects of a dependant variable and an independent variable by keeping other independent variables stable through some controls. For example, social scientists use experiments in studying the effects of family planning as a technique of planning the family for future.

3.6.1.1.4. Simulation

Simulation entails creating an artificial situation, which approximates the real life situation. Projective methods are aimed at making inferences based on the characteristics of the respondents. Simulation is a form of observation. It is a procedure for carrying out experiments on a symbolic form representing a certain phenomenon. Therefore, simulation is a method of conducting sampling processes on the system model. The experiments are carried out on the model instead of using the real system to cut costs.

3.6.1.1.5. Mailing

Mailing is used as a tool for gathering data by having the questionnaires completed by the respondents. This is another technique of collecting primary data. In this method, questionnaires are sent to the respondents for completion and returning the questionnaires by post. This method generally applies to intellectual respondents. Mailed questionnaire should be precise for the respondents to understand the questions and answer them. It is preferable for the questionnaire to

have closed-end questions in a wide variety to enhance efficiency. The unique aspects of the mail survey are that the questionnaires are administered independently by the respondents and responses recorded by them without involving the investigators. It does not have elements of face-to-face conversation between the respondent and investigator. Any communication is in written form, which calls for cooperation from respondents as compared to verbal communication. There are other methods of distributing questionnaires to respondents. These are: private delivery means, newsstand inserts, and advertisement of questionnaire in a magazine.

3.6.1.1.6. Panel Method

Panel is a technique of collecting data by which information is gathered and collected from similar sample of respondents at different intervals either by mail or face-to face interview. The Panel method is generally used for longitudinal studies with respect to economic conditions, consumer behavior; voting behavior among others. The time period of contacting members of the panel may be spread over several years depending on the memory span of respondents and nature of that particular study. It entails successful data collection on similar items from the same individuals over a long period of time. The kind of data collected should contain facts that can be furnished easily, accurately and completely by a respondent with no reservation. The number of items furnished should be minimal to enhance quick completion, particularly when mail survey is utilized (Schindler et al, 2010). The mean time used by members of a panel should include making a report each time through a pilot study. The panel may be dynamic or static. In a continuous or static panel the membership is constant throughout the period that the panel is in existence. Apart from the few who drop out, members who drop out are irreplaceable.

3.6.1.1.7. Projective Techniques

Direct methods of collecting information include private interview, telephone conversation and mail survey based on the respondent's reports of their attitude, beliefs, and behavior among others (Laurel, 2003). Most respondents may not be willing and ready to discuss controversial issues or may be reticent to express the whole truth about something due to fear of being disapproved (Zikmund, 2003). To overcome those challenges, indirect methods have been put in place. Project techniques are an example of indirect methods that became popular during the early 1950s. A projective technique entails presentation of an ambitious stimulus to all respondents for interpretation purposes. In so doing, the respondents are able to reveal their inner picture (Laurel, 2003). The primary assumption of projective methods is that an individual focuses more on his thoughts, attributes and ideas when giving responses to unstructured materials or questions. They are divided into three major categories, including expressive techniques, visual projective techniques and oral projective techniques.

3.6.1.1.8. Sociometry

This is a method of discovering and evaluating the structures, social status and growth through making an analysis about the extent of being accepted or rejected between people and groups. According to Franz, sociometry is a technique for discovering and manipulating social configurations by measuring the repulsions and attractions among individuals in a group(Franz, 2007). It provides a means of studying the interaction and communication patterns of people in a group. In this technique, an individual is asked to select either one or more individual(s) based on specific criterion to determine which people he will chose to as associates (Schindler et al, 2010). The primary technique in sociometry method is the sociometry test. This is when a member of a

particular group is given an opportunity to select from the other members those that he prefers to relate and associate with in a given circumstance. The situation must be very realistic in respect to the group under that study. For example: class room seating for public school students. The quantity of choices allowed each person are determined by the size of the group for each preference. For example the researcher may want to determine the likes and dislikes of the individuals in a group of eight people. Each individual is asked to choose three people, in the order of preference, with whom he/she wishes to work on a group assignment. The current study used Questionnaires for collecting primary data. In addition, the data was collected through emails, surveys, telephone interviews and in-depth follow face-to-face interviews.

3.7.   Research Instrument

The research instruments selected for collecting data determines the efficiency of the research project. Questionnaires are cheaper than face-to face interviews. This is particularly important for studies with large sample sizes. As the number of research questionnaires increases, written questionnaires become more cost effective. Furthermore, questionnaires are simple to analyze. Generally, data entry and tabulation is easily completed using multiple packages of computer software. Most people are familiar with questionnaires, and have likely completed a questionnaire (Bell, 2006). This makes questionnaires the best method of collecting information since it is known and accepted. Bias is avoided with questionnaires because questions are presented in a specific format for each respondent. The researcher's independent opinion does not influence the respondents' answers. Questionnaires are non-invasive and do not influence the respondent's responses in any way. If a respondent receives a questionnaire in the mail, he can complete it in his own time.

Unlike other methods of research, when using the questionnaire, the researcher does not interfere with the respondents. On the other hand, interviews are important for obtaining useful data on perceptions, opinions and personal feelings. An interview provides the opportunity for asking detailed questions and a high rate of response. Additionally, any ambiguous statements can be clarified and incomplete answers followed-up. Lastly, there is no room for influence of interviewees by other members of the group.

This research utilized primary sources of information through questionnaires and interviews. Questionnaires containing the research questions were printed and distributed to 30 research participants working in various 3- 4- and 5-star hotels in Dubai(Appendix 3, List if Hotels). The questionnaires contained open ended and closed questions. In the open ended section the respondents were required to answer with a 'yes' or 'no' and detail their responses to the outlined research questions while in section of closed ended questions, the respondents were required to choose an answer from the options given. This permitted the respondents to give information and opinions regarding the topic of study. According to Zikmund, an interview is an efficient design in collection of good quality research findings. Interviews were used as another research instrument (Zikmund, 2003).

3.8.   Data Collection

Each respondent was required to fill the questionnaire and answer all the research questions. The questionnaires were distributed individually and through emails to all participants selected for the study. Respondents were required to email the completed questionnaires back to the researcher within a period of two-weeks. The researcher personally collected the questionnaires from the participants. Telephone interviews were used for participants lacking

adequate time for completing the questionnaire. The respondents were given 30-minutes to respond to the interview questions. Upon completion of each interview, the session was transcribed to ensure accuracy and reliability of the information collected. Researchers like Bell have used self-addressed return envelopes for their research (Bell, 2006). However, people change their mailing addresses, which could lead to non-responses. Telephone communication is usually considered a reliable contact platform. As such, the telephone interview mitigates all the shortcomings of Internet and mailing. For this reason, the telephone interview was decided as the most appropriate means of data collection for this research. According to Zikmund, an interview is an efficient design for collecting good quality research findings. Face-to-face in-depth follow-up interviews were conducted with various respondents in different hotels across Dubai. This was decided for providing the researcher a deeper understanding than other data collection methods. A face-to-face in-depth follow-up interview was applicable when dealing with top level human resource managers with inadequate time for completing questionnaires or conducting telephone interview (Zikmund, 2003).

These respondents were contacted by phone to schedule face-to-face interviews at their convenience. The convenience of the respondents was a special consideration for the participants that were human resource managers working in different 3-, 4-, and 5-star hotels. To conduct the interviews more effectively, the respondents were informed in advance of the scheduled interviews. The respondents were strictly interviewed on the set questions to ensure the interview remained on schedule and all the questions were answered comprehensively and appropriately. Since many of the research participants were more comfortable with speaking English, the interviews were conducted in English to make it easier for the respondents to understand and provide accurate responses to the questions.

Face-to-face interviews were important as this researcher could study the emotions and feelings of the respondents when they were answering each question. It was also important in case an issue needed to be clarified. However, for the other research respondents', telephone interviews and printed questionnaires were more appropriate. Alternatively, E-mail and the Internet were used for distributing questionnaires and receiving feedback from the research respondents due to its cost effectiveness and reliability. The answers were immediately transcribed and recorded to ensure reliability of the information collected and the research study. Strict examination of the quantitative (through closed-ended structured questions), and qualitative (through unstructured open ended questions) data was completed.

3.9.   Questionnaire Design

The technique of collecting data by a proper set of questions is called a Questionnaire. Questionnaire is the technique of gathering data involving the case study strategy. Questionnaires are generally used for collecting information directly from participants in written form (Bell, 2006). Different patterns of questions can be used while designing the questionnaire. Two basic patterns of question are the 'Open-ended questions' and 'Closed-ended questions.' Open ended questions require the respondent to formulate an answer, with no response choices (Zikmund, 2003). An open-ended questionnaire provides ample space for respondents to express their views. Open-ended questions are crucial for research in different disciplines including education, mediation, investigation and journalism among others. Open-ended questions are designed to motivate a complete, meaningful answer using the respondent's knowledge of a specific subject. Open-ended questions are more objective than closed-ended questions. In most cases open ended questions start with words like "why" or expressions such as "tell me about….," and in most

instances are not questions but statements that require completion (Griffin, 2009).

On the other hand, closed-ended questions require the respondents' choose an option from several provided. Closed-ended questions provide a definite solution. In most cases closed-ended questions normally start with verbs for example: "Are," "did," or contractions such as "aren't," "didn't." This is known as convergent dialogue, and starts from a gradual conversation leading to an agreement. It is usually answered using a "yes" or a "no". This question is used for eliciting particular answers that bind the respondent to a specific conclusion (Griffin, 2009).

This researcher used open-ended questions for the survey, and examined various research questions related to the research topic. The questionnaire was prepared in relation to the literature review and according to aims and objectives of study. The completed questionnaires were sorted to find information and prove that written English language skills are important for improving efficiency, productivity and profitability in the hotel industry in Dubai. Additionally, it attempted to prove the fact that employee written competency English skills and Entry level testing is lacking in the hotels in Dubai

3.10. Research Population

According to Zikmund (2003), a research population refers to subjects and elements of a given particular research study. The target sample consisted of 30 respondents selected randomly from various human resource managers working in different 3-star, 4-star and 5-star hotels in Dubai. Due to time limitation and other constraint factors, a given specific sample size was required for the study.

3.11. Sample and Sampling Technique

Sampling involves identifying some individuals from different target groups to gain an overall impression and opinion about the intended product or service. Since it is practically impossible to research all respondents or even a section of the population, researchers identify a group of individuals that represent different sections of the target audience and this sample group is exposed to the research techniques to obtain field data. The selection of appropriate sample for any research therefore is a key concern for any researcher (Zikmund, 2003). Zikmund, further states the selection of the sampling method includes many factors such as the objective of the research, nature of the research and the availability of financial resources. There are basically two methods of sampling; the first one being the probability sampling and another one being the non-probability sampling.

- Probability Sampling Method.
- Non-Probability Sampling Method**.**

3.11.1. Probability Sampling Methods

Under this sampling strategy there are various methods, as the following sections discuss.

3.11.1.1. A Simple Random Sample

A simple random sample is accomplished by choosing simple units in a manner that each unit in that population has an equal chance of being chosen. Simple random sampling is from any form of sampling bias. Nonetheless, use of random number tables in choosing simple units can be tiresome.

3.11.1.2. A Stratified Sample

A stratified sample is determined by an independent selection of a separate elementary random sample from a population stratum. A population may be divided into separate groups based on some characteristic or variables for example income of education (Bell, 2006).

3.11.1.3. A Cluster Sample

A cluster sample is determined by making a selection of clusters from the population based on simple random sampling. The model contains a poll of each arbitrary cluster selected. For example, a cluster might entail a school or a state.

3.11.2. Non-probability Sampling Methods

Under this sampling strategy there are various methods as discussed in the following sections.

3.11.2.1. Convenience Sampling

This is where the researcher questions individuals who are available only. This method is faster and cheaper. Nonetheless, we are not told how reliable the results are and the extent of representation to which the sample is in respect to the whole population (Bell, 2006).

3.11.2.2. Quota Sampling

When this method is used, the representative of the audience population is comprised of potential consumers of particular products. For example if it is decided that the main customers

will be males between the age of 18-24, females between age 25-30, this means that some of your respondents that you interview should comprise of this same group thus a quota is provided.

3.11.2.3. Judgment Sample

This sample is obtained based on the discretion of an individual who is conversant with the important traits of the population. Since it is extremely difficult to select the entire population for research and it would require more resources and time, this research study used simple random sampling, which means just choosing people randomly in which each person has equal chance to be selected. The respondents were selected using simple random sampling where no particular characteristics were used in the selection. The simple random sampling method was chosen for the research because it saves time, is efficient and can be easily administered.

3.12. Target Area

The research survey was carried out in various 3-star, 4-star and 5-star Hotels in Dubai. Thirty hotels were chosen which accounted to about twelve percent from each category.

3.13. Data Analysis

Descriptive statistics was used in analyzing the collected data through a desired scale of measurement chosen by the researcher. The completed questionnaires were collected and data analyzed through using tables, pie charts and figures. Chi-square statistical tool was used to test the hypotheses. A 0.1 level of significance was used to test the Chi-Square results findings with an aim of approving and rejecting the hypothesis tested. All the research questions were assessed in general and conclusions made.

3.14. Credibility and Validity

Data collected during the interview process was tested for reliability since the responses formed a vital part of the research analysis. All the respondents were provided with similar questionnaires and the pattern of responses was traced for similarities in views and observations. Though there may be significant differences in some of the responses, the inconsistencies will be attributed to individual experiences and perception of situations. All measures were taken to maintain the confidentiality of the sampling unit to avoid any misunderstandings and biased attitudes during the research course. The individual suggestions and opinions were collected solely for the purpose of enhancing the research arguments and providing an analysis from different perspectives to the study.

3.15. Ethical Considerations

The research study put in place various ethical considerations First and foremost; permission was sought from all 3-, 4- and 5-star hotels to conduct the research. Since majority of people fear for their views to be known and they seek confidentiality questionnaires were issued to only participants who were willing to participate in the research study. Confidentiality of the information gathered was guaranteed hence no information gathered was revealed to anyone under any circumstance. In addition, the questionnaires were not asking the respondents their names and associated personal information. All participants received equal treatment without prejudice and they were informed the reasons for the research prior to their participation. The principle of voluntary participation was achieved by issuing questionnaires only to willing participants. Consent was taken from all respondents before enrolling their participation in the research study. All the respondents were informed on the purpose of the research, about the

expectations from the research participants, confidentiality of views expressed, and contact details of the researcher to avoid ambiguity or future inquiries on the issue. As a researcher, I realized that this study had to be unbiased and independent of what my individual perceptions. Throughout this study, awareness of my personal opinions and sensitivity to any results the study produces was maintained. Participants were told that there was no right or wrong answers to the questions, but that the questions were designed to determine the importance of written English competency skills within the hotel industry. Pseudonyms allowed the participants the freedom to respond to questions that were asked of them without the fear of reprisal. Participants were also informed that they did not have to answer any questions that proved uncomfortable for them and that support agencies were available for any issues that may surface during the interview process.

3.16. Partial and Complete Response

For each survey, there is a unique difference between partial and complete responses. Practically all surveys accept a degree of partial response, which means a respondent, participates in the survey but omits some of the desired information. For this study, any question that is not answered makes that an incomplete survey. For a survey to be named complete, the rate of answering questions should be 100%, otherwise it was not included in the analysis. In cases of errors or misunderstood answers, back checks were made to the respondent in form of a message to inquiry on the meaning of the answer. In case of more than half of the questions being answered in a manner that was not understood, similar to an incomplete survey, it was not included in data analysis. In cases of low response rates, the questionnaires were reposted and the time frame stretched to ensure more response. Only those who had not responded prior were allowed to participate. The researcher also made personal requests on the walls of those who

have not participated, a move which was expected to bring out positive results.

3.17. Data Management

The collected data was stored in a flat file system in Excel. Typing was the main method of data entry. After the data was entered, it was verified to ensure that all questions were answered and that all the relevant background information, such as the name of the respondent, place, time and date was provided. Clarification from the primary sources was obtained to correct any incomplete sections or sections that were hard to decipher. A codebook was created and used to follow good research practices (Caputi, 2001). This codebook was used to illustrate the data, describe how it can be retrieved, itemize the locations of variables in the database, and to keep notes. The codebook was also used to identify the names, descriptions, and data collected (Zikmund, 2003).

CHAPTER 4

RESULTS ANALYSIS AND INTERPRETATION

4.1. Restatement of the Purpose

The main aim of this research study was to prove the fact that effective written English skills are crucial for better efficiency and productivity. The study also attempted to identify the fact that competency of written English language skills is crucial in the hotel industry. Additionally, the research attempted to identify the gross overlook of the hotel management at evaluating employees for their written English language skills at the time of entering into service. This chapter therefore analyzes the data collected and the research findings through the use of pie charts and tables.

4.1.1. Participants

The research survey was carried across three, four and five star hotels in Dubai in which 30 questionnaires were printed and distributed to various respondents. For those respondents who could not complete the questionnaires, the researcher personally conducted in-depth face-to-face interviews with the respondents (human resource managers at different levels). For those who filled the questionnaires, the respondents returned them completed and according to the instructions. The participants who were interviewed and filled the questionnaires comprised of various Human Resource Managers. The overall response received was 100%.

4.1.2. Age Distribution

As indicated in Table 4.1 below, all participants who participated in the research study were mature and fell in the productive age category.

Table 4.1: Age Distribution

Participant's age Bracket	Number	Percentage
Below 20	NIL	0.0%
21-30	5	17%
31-40	10	33%
41-50	15	50%
Total	30	100%

In the research project no respondent below the age of 20 years was selected for the survey which actually implies that, all the respondents who participated in the research study were fully informed of the research questions, and made sufficient and informed decisions based on the presented questionnaires. Since all the participants who were involved in the research study were all productive and mature organizational employees, it was assumed that the information provided was accurate and reliable which increased the validity of this research study.

4.2. **Distribution of Responses to Research Questions and Results Analysis**

4.2.1. **What kind of Business English methods of communication does your organization use frequently? Please choose from the options provided.**

This question sought to determine the frequently used Business English methods of communication in various hotels all over Dubai.

Table 4.2: Communication Methods

	Total response from the respondents	Percentage of the response received
Written	NIL	0.0%
Oral	2	7%
Mostly written and partially oral	NIL	0.0%
Partially written and mostly oral	NIL	0.0%
Both Oral and Written	28	93%
Total	30	100%

As indicated in the Table 4.2 above, 93% (28) of the respondents reported that both written and oral communication methods were frequently used in their organizations as Business English methods of communication. Additionally, 7% (2) of the respondents interviewed indicated that the most frequently used Business English method of communication was oral. The research survey findings, therefore, indicated that many organizations use both written and oral English methods of communication to communicate within their organizations and only few

organizations frequently use oral method of communication. On the other hand it was quite evident from the research survey that no organization in the hotel industry in Dubai frequently uses only written communication as the only Business English method of communication.

4.2.2. In your own opinion, why are these methods important to hotels and what value do they add to your organization if effectively used?

All 30 respondents interviewed were in support of the Business English Communication method as it formed the backbone of the industry across the globe. English has surfaced as the global speech of business communication, mainly in the hotel industry as pointed out by the respondents in the survey. From the survey conducted among the selected respondents, it was evident that language is a vital factor, as it plays a crucial role in the hotel industry. Respondents also pointed out that proper use of the English language was also considered a factor that promotes the running of the hotel industry. Good communication skills among the staff in the hotel industry are useful in every department that aims at ensuring effective management in the industry. Both oral and verbal communication is necessary in the Hotel Industry as they facilitate the entire management process. The respondents pointed out that written Communication is essential in modern organizations, which provides clarity to the receiver on communication of details to avoid misunderstanding, promotes business relationships among the hotels and serves as reference and record purposes, such as Memo, Email, Policy, and Posters.

Oral communication was stated as an aspect used on a constant basis in all departments, among colleagues, between leaders and team members, from greetings, briefings, giving instructions, providing feedback up to down and down to up, dialogue sessions and many more. They stated that most of the guests visiting the hotels communicated mainly using English

language, an aspect that all the hotels in the industry have adopted as it aids in employee promotion and appraisal by the hotel management. Good communication skills among the hotel staffs are very important as it improves the realization of the hotel. This was pointed out by the rise in the visitors who use the online services of the hotels. The hotel industry is among the service industries across the globe that requires use of proper and fluent use of English in response to the needs of the customers in the hotel.

The respondents reiterated that the communication methods are not only useful in the hotel industry but to the other industries, as well. The combination of oral and written communication enhances the performance in the industry, as the oral communication is effective for providing a personal touch while written communication is for dealing with legal and other aspects of the hotel industry calling for warranty. It also enhances the branding standards among the hotels as it boosts the level of professionalism among the personnel operating in the hotel industry. In general, communication forms the backbone of the hotel industry; it enhances the growth of employees and also plays a role in maintaining the image of the hotel in the industry.

4.2.3. How do they contribute to organizational efficiency and productivity?

The respondents provided a positive feedback on the role played by the Business English Communication methods on the aspects of efficiency and productivity in the hotel Industry.

Table 4.3: Efficiency and Productivity

	Response	Percentage
Have contributed (Yes)	27	90%
Not contributed (No)	3	10%
Total	30	100%
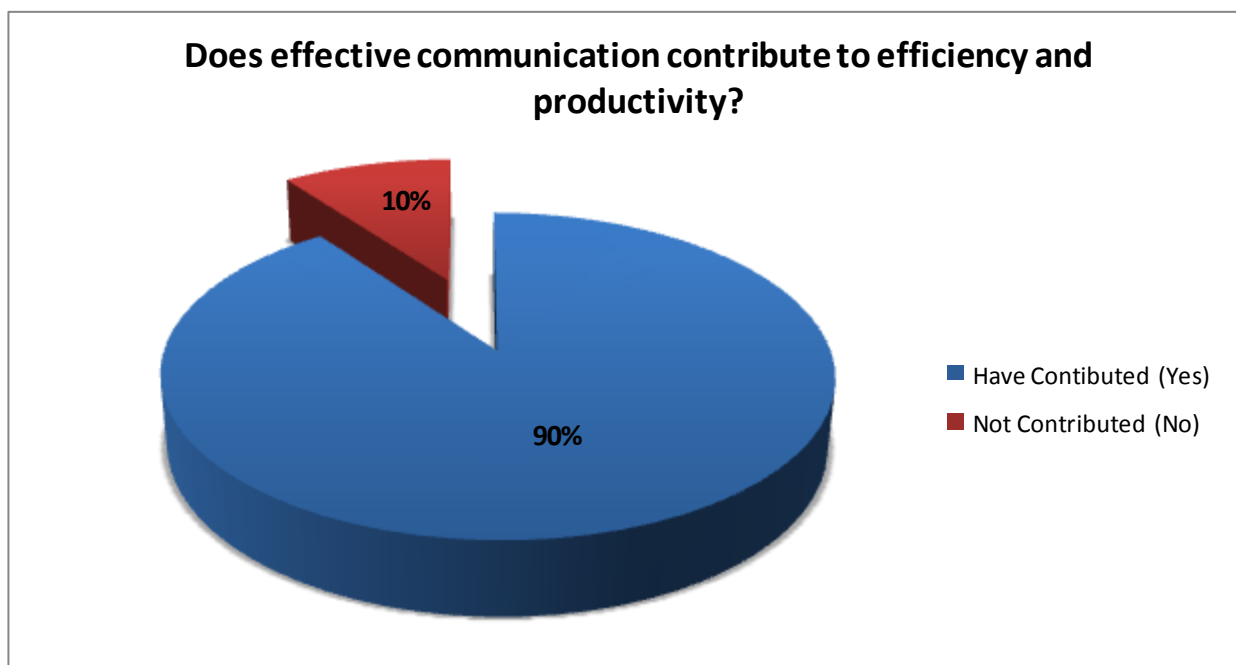
Figure 4.1: Efficiency and Productivity

Ninety percent (90%), as indicated in Table 4.3 and Figure 4.1, of the respondents reported that effective communication methods within their respective organizations, over the years have contributed to organizational efficiency in various ways. According to the respondents in the survey, coordination of all the departments in the hotel industry on time allows for optimum utilization of the available manpower in the industry. The Business English Communication methods create an avenue for optimization of hotel's revenue and productivity where the staff work towards avoidance of any wastes and utilize all the available resources. The respondents recommended that the customers/guest feedback after visiting the hotel is highly valued and aids in improving the hotel standards. They also pointed out the aspects of sales communication among the staff as a factor that brings more guests to the hotel as this increases the awareness of the services available in the industry. The department of service communication in the hotel industry was credited on its role of retaining and encouraging visitors to visit the hotel again.

The use of sales and service communication in the hotel industry minimizes the negative PR and other mistakes that are common in other industries. In the long run, this saves costs for the hotel thus more realizations in its trading cycle. Excellent communication skills in the hotel industry play a vital role in sorting and solving the problems facing guests who visit the hotel. Satisfaction of guest is the key concern of the entire hotel as it results in rise in the total hotel productivity and loyalty of the guests. The respondents also highlighted the benefits realized by work productivity of the employees in the hotel Industry. Reputation of a hotel is a key aspect that all the players in the industry struggle to attain as they ensure guest satisfaction. Great reputation makes the hotel more famous and its image is improved across the globe, these in turn increases the chances of the guest who had previously visited to come again and also refer their

friends, relatives and workmates visiting the nation. The hotel industry comprises of staff that have different backgrounds and IQ levels. In combination, the two aspects oral and written methods play a crucial role in improving the performance of the hotel industry. The system ensures the involvement of all the staff at all levels of the hotel that eventually leads to effective functioning in the industry. The respondents stated that the current economy values the aspect of time in its production procedure, by ensuring no gaps are created in the communication methods. Oral and written communication plays a role in minimizing the invisible and unquantifiable loss in the industry. The respondents believed that right things communicated in the right manner ought to result in efficiency in the whole hotel management program. They believe that good communication skills are useful in reducing mistakes that are common in the hotel management. The daily interaction among the employees enhances confidence among them which in turn improves their overall performance in the industry. This in turn impacts positively on the hotel performance as it saves a great deal of time, effort and money spend by the hotel. On the other hand 10% of the respondents reported otherwise thus they indicated that effective use of communication methods within their respective organizations has not contributed to efficiency within their organizations.

4.2.4. What problems do organizations face when using these methods?

4.2.4.1.Name the problems and elaborate them in depth.

This research question wanted to find out the major problems which various organizations face when using English Business communication methods. The researcher actually sought to find out the exact problems which employees, customers, human resource

managers and top organizational managers face when using these methods to communicate. The first problem reported by the respondents was lack of sufficient English language knowledge among various employees. Given the fact that hotel industry is actually diverse in nature, many organizations in this industry among them hotels in most cases employ employees with different nationalities and with English background. Some employees in particular those who come from non-English speaking countries may not have sufficient knowledge of the standardized phrases or the hotel jargon. This problem was reported by many respondents to create confusion among the employees, customers and top management with regard to effective communication and understanding because in some cases the receiver is not proficient with the language. This confusion in some cases usually results in poor message interpretation and communication breakdown leading to work inefficiencies.

The second problem reported by the respondents was lack of proper communication skills, which makes it difficult for employees to convey ideas and messages accurately and properly in English language. Many respondents reported that written communication requires good English skills, which some employees may not possess. As a result of this many of the employees find it difficult to effectively communicate or pass a message effectively in English. Many of them usually write messages with poor English grammar and sentence structure, unclear content and full of misspelling which actually does not portray a good image but lack of professionalism. This in turn impacts on the overall reputation of the organization. Moreover, lack of proper English written skills was reported by top human resource managers to cause information gap, which in turn breaks down the process of communication. Communication breakdown resulting from lack of proper communication skills among employees was reported by human resource managers from various hotels as a leading factor towards poor employee

performance, low productivity, profitability and lack of efficiency within an organization. The third problem associated with Business English methods of Communication reported by many of the respondents was the problem of varied perceptions of the meaning of English words. An example of an English word reported by the respondents was the word "clean" in which there are different levels of cleanliness as far as various employees are concerned. In some cases employees assume the levels of cleanliness required, which actually has a great effect on the reputation of any hotel. This is because many of the clients like to be associated with very clean hotels, which in most cases are assumed by various employees. To ensure effectiveness among various employees as far as cleanliness is concerned, senior managers and supervisors are required to constantly to explicitly explain the expected standards of cleanliness, which is very cumbersome and demanding. Difference in vocabulary and English Phrases basing on the background of the employee was reported to be another problem associated with Business English method of communication. An example cited by various employees interviewed was the word garbage bags which to one may mean bin bags and to other collection bags.

Confusion of English Phrases was reported by many respondents to cause confusion and misinterpretation of information, instructions and messages communicated. Due to globalization, the hotel industry is fast changing with many organizations hiring highly qualified employees who have both excellent written and oral English business communication skills. From the research findings it was quite evident that, today as a result of globalization and booming hotel industry it has become very difficult to get professional and experienced people who possess excellent written and oral Business English Communication skills required in this industry. Moreover, human resource managers interviewed indicated that today as a result of globalization, it has become very difficult to hire employees with good level of English language

skills for lower positions. Most of the professionals who are highly educated and possess excellent Business English communication skills prefer high positions which are equivalent to their professional qualifications.

Language barrier was another problem reported by most of the respondents who were interviewed. Since employees working in various hotels are of different nationalities and speak different languages, language barrier is a big problem to effective communication within various hotels in Dubai. Some employees cannot effectively communicate in English language or comprehend any written message. Such employees have difficulties dealing and interacting with various customers, which results in poor performance and low productivity. This is because these employees cannot communicate effectively or follow written or oral instructions accurately hence ending up doing what is not required. Additionally, as a result of language barrier employees who cannot communicate effectively in English language as a result of different Educational backgrounds consumes a lot of time when it comes to effective understanding of organizational information and instructions. Such employees are required to be constantly monitored at their work stations and guided when conducting assigned organizational duties to minimize mistakes, which is time consuming and cumbersome. Many respondents indicated that language barrier is one of the greatest problems associated with Business English methods of communication because it requires the use of simple English to ensure effective understanding of messages and information being communicated within the organization. Additionally, for those employees who cannot communicate, write and read effectively in English language requires small-team leaders to interpret messages for them, which is time consuming, tiresome, burdensome and sometimes results in information distortion. This is because the interpreter of the message or information may fail to accurately interpret the communicated information or

message to the receiver, which distorts the information. Distortion of information and messages resulting in poor interpretation was reported by various employees interviewed to cause inefficiencies, low productivity and low work performance.

Another problem reported by the respondents was high costs of employee training associated with low-level employees. Many respondents reported that low level staff being recruited in the hotel industry lack adequate Written English Communication skills. To fit into the organizational working environment, ensure high productivity and efficiency these employees are usually required to undertake thorough and comprehensive training, which according to many human resource managers is costly and requires a lot of time. Moreover, the research findings additionally indicated that, not only low level staff require comprehensive training but also fresh graduates mostly from underdeveloped countries who in most cases require in-depth analysis and training to understand how communication works in the hotel industry and how it can reward them by increasing their chances of rising up the ranks regardless of their high degrees and scoring in academics. Lack of verbal and non-verbal congruency, which is crucial for professional communication, was reported to be another problem associated with Business English Communication methods. Oral communication sometimes is usually static hence in most cases employees may fail to perform as required or even deliberately fail to perform as required with the excuse that the message is not clearly communicated. Additionally, oral communication can damage the image of an organization in particular if the message being communicated is negative.

Many respondents reported that although oral communication is an essential Business English Communication method, it has negative effects on the organization too. An example cited by many of the respondents was gossip, which according to the interviewed respondents if

a false message is communicated orally within an organization; it can cause heavy damage to the organization's reputation, which in turn can negatively impact on the overall productivity, efficiency and profits of that particular organization. In relation to written communication, many respondents reported that written communication is not as fast as oral communication. Top organizational managers reported that lack of written documents causes communication breakdown because Oral communication is usually misunderstood.

4.2.5 What are the skills evaluated by your organization when hiring employees?

This research question was meant to find out from the respondents the kind of Business English communication skills considered by various organizations when hiring employees in various organizational positions.

Table 4.4: Evaluation of Skills

Skills	Total response received	% of the response
Speaking English skills and pragmatic skills	4	13%
Pragmatic Skills	1	3%
Speaking English skills and listening Skills	2	7%
Reading and speaking English skills	2	7%
Speaking English skills	2	7%
Written communication skills	5	16%
Written and speaking English skills	1	3%

Skills	Total response received	% of the response
Speaking English skills, listening Skills and pragmatic skills	2	7%
Written, speaking English skills, listening skills, pragmatic skills	2	7%
All the above	9	30%
Total	30	100%

From the research survey, given in Table 4.4, it was quite evident that various organizations tend to consider different Business English communication skills when hiring employees to fill various organizational positions. This research question received mixed views with various respondents reporting different opinions as far as their organizations are concerned. From the research survey, 7% of the respondents reported that their individual organizations consider only speaking English skills as the criteria while hiring. Also, an equal 13% consider both speaking and pragmatic skills while hiring. These respondents reported that some skills are assumed when hiring professional employees to various levels. However, these communication skills were reported by a majority of the respondents as being essential within various organizations when hiring professional employees. From the response rate received as indicated in the table above, it is quite evident that most of the organizations in hotel industry in Dubai tend to consider speaking English skills and pragmatic employee skills when hiring professional employees in positions such as heads of departments, supervisory levels and managers in various levels. Some of the other respondents (3% of the total respondents) interviewed reported that pragmatic employee skills were the only communication skills considered by their respective human

resource managers and top level managers when recruiting employees.

As indicated in the table above, the research findings indicated that most organizations in the hotel industry do not consider pragmatic skills exclusively as key skills when hiring. Pragmatic skills were reported by many of the respondents to be considered alongside other skills such as written communications when hiring employees in various organizational positions. Additionally, the respondents reported that pragmatic skills were not considered at the interview, but assessed in a more practical form. Seven percent (7%) of the respondents reported that their organizations consider speaking English skills and listening Skills when hiring employees. The same response was received for reading and speaking English skills, listening skills and pragmatic skills and written, speaking English skills and, listening skills, Pragmatic skills. Three percent (3%) of the respondents reported that written and speaking English skills were considered at the time of hiring within their organizations. The research survey indicated that these skills are not mostly considered by various organizations when hiring employees in the top positions. From the findings, most of the respondents reported that their respective organizations consider reading, speaking English skills, reading skills, listening skills, Pragmatic skills and English written communication skills. Thirty percent (30%) of the respondents reported that these skills were considered essential to their organization because most of the organizations considered these skills to be significant in increasing efficiency and productivity. Most of the well performing hotels in hotel industry in Dubai reported that employees who possess excellent English communication skills perform excellently well which in turn increases overall organizational profitability because employees tend to perform with an objective of increasing the overall organizational growth and output which are directly related to profitability.

While 16% of the respondents reported that their organizations consider written

communication skills when hiring employees in the top-level organizational positions, these respondents also reported that written communication skills were mainly for administration and managerial roles, and considered very essential as far as these positions were concerned. Written English skills are, however, not considered as an essential evaluation criteria for all the cadre of employees.

It can also be noted that reading and listening skills are not tested exclusively, hence the responses to these skills are nil. From the research survey it was evident that various organizations in the hotel industry consider effective Business English communication skills among employees as an essential factor in increasing productivity, efficiency and overall organizational profitability. In summary, the research findings indicated that Business English communication skills were considered to be essential.

4.2.6. Does your organization insist on an evaluation of written Business English competency skills of employees when hiring?

This research question was meant to find out if various organizations in the hotel industry do insist on evaluation of written Business English skills of employees when hiring employees in the positions of Head of departments, Managers and Supervisor levels.

Table 4.5: Language Skills Evaluation

	Response	Percentage
Yes	5	17%
No	25	83%
Total	30	100%
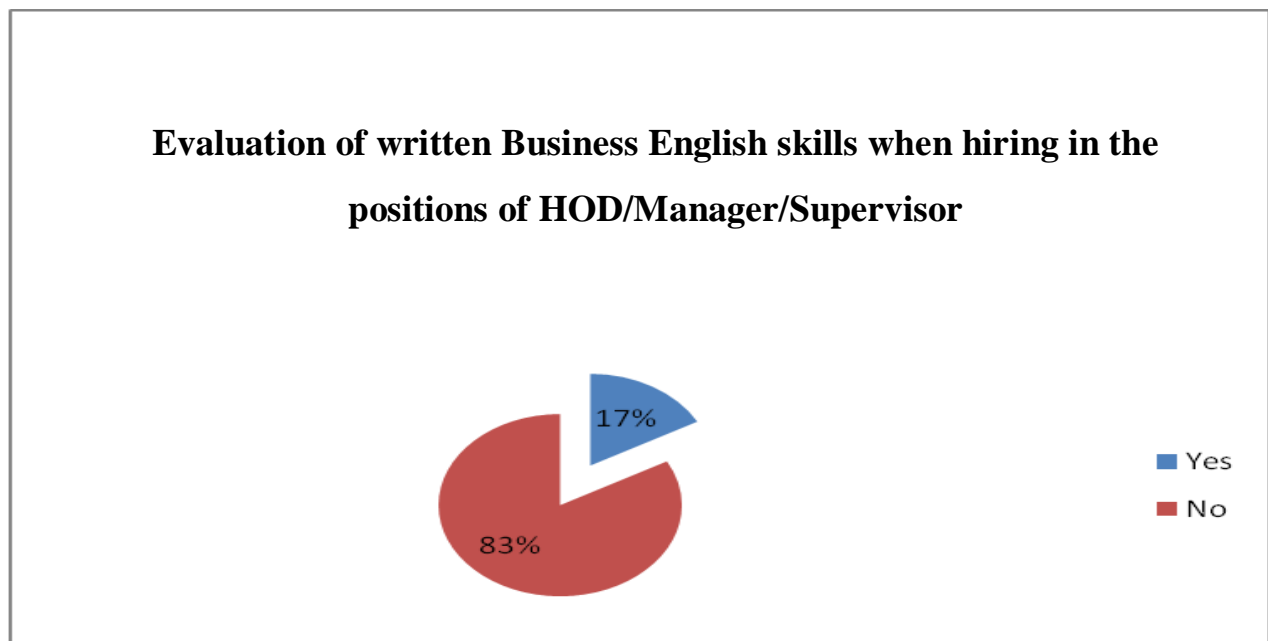
Figure 4.2: Language Skills Evaluation

The main objective of the study was to prove the fact that written Business English skills of employees were important in increasing overall organizational effectiveness and productivity. The primary objective of this research question was to determine whether or not various organizations in the hotel industry in Dubai do insist on the evaluation of written Business English skills of employees when hiring professional employees in higher organizational positions. From the research survey, only 17% of the respondents, as indicated in the Table 4.5 and Figure 4.2 above, reported that the organizations considered evaluation of employees' written English skills when hiring professional employees in the positions of head of departments, managers and supervisory levels. However, the respondents interviewed agreed uniformly that written English skills of employees were very much important in top-level organizational positions because it helps employees in these positions to work effectively and achieve organizational objectives, goals, aims and performance through effective communication. The respondents interviewed reported that evaluation of written English skills of employees at the time of hiring ensured that only professional qualified employees are hired. Moreover, the respondents reported that evaluation of these skills ensured that employees who are hired are in a position to effectively communicate the required information, messages which in turn results in effectiveness and high performance because effective and proper communication within hotel industry was reported by many respondents as an essential and contributing factor towards high organizational performance, growth, productivity and efficiency. As indicated above, many of the respondents were in agreement that these skills were important within their organizations, hence evaluation of written English skills of employees being hired in top level positions should be a priority.

On the other hand, as indicated in the Table 4.5 above, a majority of the respondents thus

83% reported that, the organizations did not consider the evaluation of written English skills of employees when hiring professionals in various organizational positions. The respondents reported that their organizations, when hiring employees in the levels of Head of Department, manager and supervisors considered professional and previous working experience, managerial skills, interpersonal skills, performance level, and leadership skills for these positions. What the employee will contribute to the organization in terms of profits, output levels and growth of the organization, is another significant aspect. The respondents pointed out that employees' written English skills was a minor aspect not considered at the levels of Head of Department, Manager and Supervisors in their organizations, rather it is assumed but once the employee has been hired it is compulsory for the employee to undertake thorough training in these skills.

4.2.7. Are you satisfied with the evaluation?

This research question was addressed to find out if the respondents were satisfied with the present system of evaluation of entry level employees.

Table 4.6: Satisfaction Levels

	Response	Percentage
YES	7	23%
NO	18	60%
Can be improved	5	17%
Total	30	100%

Some of the hotels do consider the evaluation of written English skills when hiring

employees at the levels of heads of departments and managers. The researcher through this research question wanted to find out from various head of departments, supervisors, human resource managers, senior level and top level managers working in various hotels if they were satisfied with the evaluation of written English competency of employees at the time of hiring within their respective organizations as far as these positions are concerned. From the survey, as shown in Table 4.6, 23% of the respondents reported that they were satisfied with their organizational evaluation of English Competency of the employees when hiring them at various levels. These respondents reported that the evaluation of these skills was done in an effective and proper manner giving an opportunity for only qualified professional employees to be selected for the positions. While, 60% of the respondents as indicated in the Table 4.6 above, reported that they were not satisfied with evaluation of English competency of employees within their respective organizations.

These respondents reported that their organizations do not have systematic tests in which an employee can prove his or her written English language competency. The respondents reported that their individual organizations use organizational based English written tests, which are not systematic and some of them are ad-hoc tests. These tests actually as reported by the respondents do not give accurate results and true picture of an individual's written English Competency. As shown in the figure, the majority of the respondents interviewed are not satisfied with their organizational evaluation of written competency of employees. On the other hand, 17% of the respondents reported that there is a need for the evaluation to be improved.

4.2.8. If no, please give us a little more information on why you are not satisfied?

The respondents who were not fully satisfied with the evaluation of written Business English Competency of employees at the levels of head of departments, manager, supervisor and other levels at the time of organizational hiring pointed out various reasons within the industry. First and foremost, the respondents reported that the personnel adequately equipped with skills and knowledge required for training and evaluating employees in the hotel industry, are not easily available in the organizational market. This has made it difficult for the industry to equip its staff fully with the required skills and knowledge in hotel management. It was evident from the feedback collected that only the spoken language was being emphasized and checked for clarity of accent among the staffs in the hotel industry. Respondents stated that as long as the meaning of the word is conveyed, the grammatical incorrectness and mistakes are not considered by the management (Appendix 4, Some Samples of Written Communication of the Employees of the Hotel Industry). Training of the employees on English language is not given a priority in most setting of the hotel industry. What matters a lot is the process of conveying the message and there is no need for correctness of the message.

The hotel investors are focusing mainly for realization of quick returns which does not give much consideration on the quality of training among the employees working in the hotel industry. The hotel industry prioritizes the educational background of the staff, the previous experience in their respective hotels and finally their English prowess is evaluated on the basis of their verbal communication while conducting an interview. It was pointed out that majority of the hotel owner's focus is on quantity and not quality in the dispatch of their service to customers. Most of the operators in the hotel industry are viewed as compromising quality in their operations.

From the survey, it was realized that the employees' overall language skills are not tested by these hotel management at the hiring process and during the course of work at the hotel. There are currently high demands for qualified personnel in the hotel industry, but the organizational market has few. This has forced the employers to hire those qualified personnel in the market without necessarily considering their fluency level in English. There is less attention on the in-house training in the hotel industry. Respondents indicated that in urgent cases where the management is called upon to establish quicker decision on an issue, employees who have not even basic English language standards are easily hired. This aspect makes it more difficult for further training as they are freely incorporated into the management system of the hotel. In this scenario, there is no clear image of the overall competency of the Business English skills of the employees.

There is neglect of the on-the-job training to the newly hired and ongoing employees where communicative abilities and language skills are developed to enhance effective functioning of the industry. Decisions by the hotel management focus on the financial aspect and are not skill driven by the management. The respondents pointed out that hotels have the highest rate of attrition not because of the opportunity but because of incompetent hiring techniques initiated by the hotel HR team. The HR team does not provide much on the aspect of English language skills in the interview process of selection and recruitment of employees into the hotel industry.

4.2.9. What are your suggestions to make the evaluation better?

There was much emphasis on the need for training from the respondents in the survey as approximately 80% advocated for better evaluation process in the hotel industry. The global

businesses are increasingly distinguishing the connection between language expertise and production performance and many are vigorously seeking to evaluate and advance the Business English language proficiency of their workers. The hotel industry is no longer just an investment, it has to admit and accept bilingualism and pluralinguism in the worldwide corporation as an opportunity cost and ways of gaining competitive advantage in the market as pointed out by the survey. This would be conducted on regular performances of the staff's duties by the supervisory bodies that could be instituted by the top hotel management. Observation was stated as a key booster to employee performance as he/she is evaluated on work and feedback provided according to the performance. They proposed the establishment of an in-house training manager who would facilitate the development of the English language skills among the skills of the staff in the hotel industry.

The front office staff should be subjected to the testing of English language where they are examined across the curriculum. At this stage, they are asked relevant questions in different related topics in the hotel industry after which evaluation is conducted on both the content and English language skills. The nationality of the employee was also discussed by the respondents as they stated that language test should consider the nationality of the employee based on whether it is the second language or foreign in his/her native nation. A standardized English written assessment test should be provided to the employees in order to gauge their overall English level. They also proposed for the hiring of an English expert from external in order to provide English classes to the personnel in the industry in order to improve their level of English skills. However, it was also found that it would be relevant to administer different levels of English tests based on their positions in the hotel industry as they posses different job requirements.

The hotel business industry ought to be synchronized by certain policies and norms that account for both those inside and outside the business industry. The industry understands that with no English expertise, communication is held back and without efficient communication among the employees the overall performance is affected. In this case, hotels across the globe are continually in search for English talking personnel to perform at the reception desk and in the eateries and other services obtainable within the hotel settings. Use of online English assessment was also proposed by the respondent as a measure of gauging the employees' English efficiency in the industry. On the other hand, a section of the respondents argued that much emphasis ought to be based on the technical skills of the employee rather than the communication skills. They stated that if the employee meets the minimum requirement of the communication skills, he/she should be given the opportunity to work as he/she can undergo on-the-job training to improve his/her English communication skills. Quality is another vital aspect that most of the participants in the hotel industry have neglected and much focus need to be given to it. The employees' written and oral communication should be thoroughly assessed based on the set standards within the industry. Hotel industry context is a career that we all need to focus from the institutional level on the students willing to pursue a career in hotel management.

Good communication between staff and management is the epitome of communication in the sector because it will be passed to the level of communication between staff and guests which in the long run bring efficiency in the management of the hotel industry. The English communication assessment tests should not be very lengthy and go direct to the point of study. The Dubai economy relies much on the hotel industry as it forms the backbone of the economy. There should be standardized tests on all of its employees in the industry in order to enhance effective functioning. The Dubai hotel licensing board should authorize the use of English

language skills as a compulsory requirement among all the hotels venturing into the hotel industry as this will aid in abiding the set standards of communication among the employees and guests. The HR evaluation procedure should focus on the general competencies of the managers that include stress tolerance capability, team work contribution, good customer relationships, problem solving and decision making; proper time management and work initiative that would result in the success of the industry. The managers' functional competency is also a point of focus as it identifies the managers' contribution on the team, the delegation; coaching and development process of the staff.

4.2.10. In your own opinion do you consider employee English competency skills as an important aspect of communication in hotels?

The employee communication skills have been appreciated for the role of the establishment of relationships between members of organizations and the incoming guests from all over the globe in search of the hotel services available.

Table 4.7: Importance of English

	Response	Percentage
YES	28	93.%
NO	2	7%
Total	30	100%
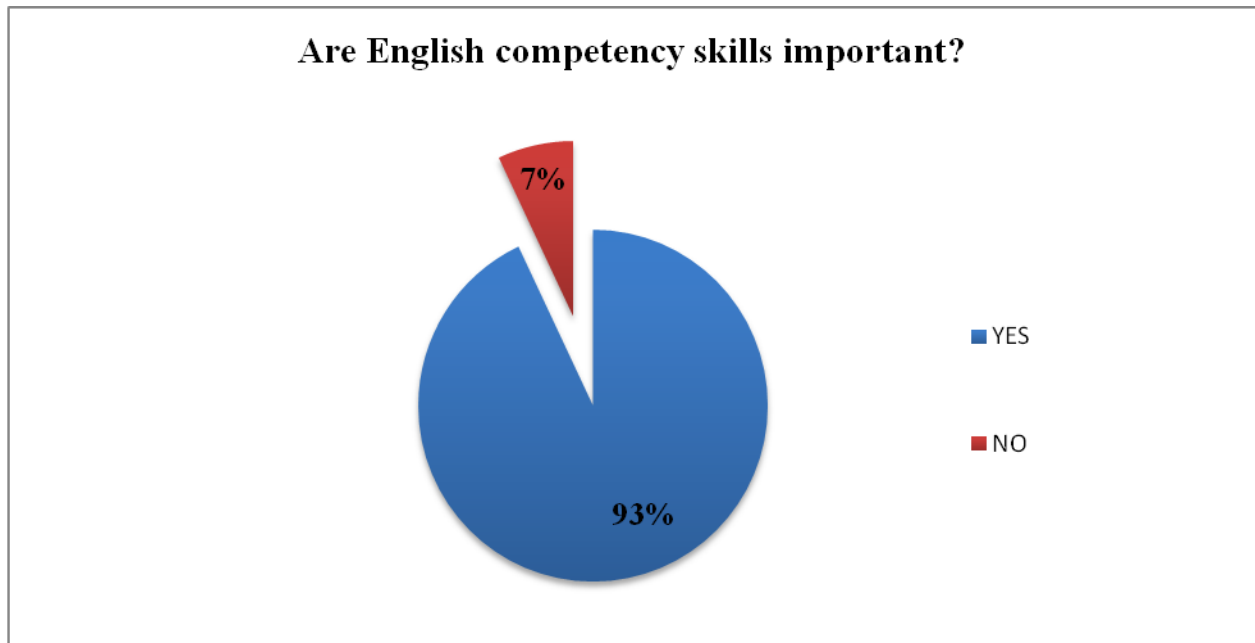
Figure 4.3: Importance of English

The employee English communication skills are vital to the performance of the hotel industry as shown by the survey conducted in the Dubai hotel industry that has undergone globalization in the last two decades. Respondents, as indicated in Table 4.7 and Figure 4.3, stated that communication is a crucial factor that has influenced the establishment of relationships between different levels in the Dubai organization market and also serves as the main avenue of distributing information in all components of the economy. The revelation of any possible problems and issues is facilitated by proper communication skills among the employees of the Hotel industry. English Communication competency helps in revealing possible problems and also ensures that tasks are made smoother thereby creating quality services and products for offer to their customers. It also ensures that all the hotel's tasks are managed smoothly thereby creating quality services and products for offer to their customers in the hotel industry.

The respondent argued that English language is currently a universal language used in the international business as it is referred to as Lingua franca, is vital in the performance of the industry. The employee English language competency play an important role in the customer service personnel in the hotel industry. The personnel include the bartenders, hosts and waiting persons who include the waiters and servers who interact daily with the guests visiting the hotel. They are part of the hotel staff that come in touch with the customers directly, and hence need to be efficient English communicators. The staffs' competency begins at the moment a guest arrives and is welcomed into the hotel as at this juncture the guest gets the best impression on the image of the hotel through the personnel.

The competency in the English language allows the hotel attendants to be well versed with all the products and services offered in the hotel. These include the hotel individual components of the menu and the ingredients of the various cuisines provided therein if the hotel is to win the hearts of their clients. It also enables them to have clear understanding on information regarding the transport, eating and entertainment demands of the guest within their hotel premises. The establishment of the organization's relationships among the hotel different levels relies on the level of English competency on the side of the personnel. It also facilitates the distributing information in all components of the hotel, which in turn improves the overall performance in the industry.

The competency in the English language is significant in increasing employee performance and profitability for various Hotels existing within the hotel industry. It is a vital tool that is used in solving problems, accomplishing the set goals of the hotel, improving teamwork among the personnel, building goodwill and boost efficiency in the industry. The hotel relationship with the outside participants relies much on the communication aspect for effective

functioning. These are the buyers and suppliers who play part in the determination of attaining better sales volumes, public credibility, efficient operations, maximum profits, maintenance of corporate image, and improve overall performance and hence public goodwill in the industry. Employee merit and capability are among the key factors that determine the attainment of the industry's goals and objectives in its performance in the Hotel Industry. The hotel industry Human Resource recruitment process should encompass different methodical approaches which would ensure that Business English skills are applied among the whole hotel staff.

Written communication was pointed out as a key player in the communication in the hotel industry as having excellent written English communication skills is considered vital to the hotel development, productivity, growth and efficiency. It was also stated that in order to exceed in the competitive hotel industry environment and correspond to the current market trends and technological developments, effective written English communication skills are vital among all the personnel pursuing the goals and objective of the industry. The presence of poor and ineffective written English communication skills usually causes frustrations among employees, with the fact that they cannot clearly understand what is required and comprehend it. This in turn results in communication breakdown in the whole system and leads to the rising of employee and manager conflict due to poor performance, loss of revenues and lack of effective customer satisfaction in the long run.

However, there was a smaller percentage of 6.7%, as indicated in Table 4.7 above, who did not fully agree that English competency is a vital aspect in the hotel industry. They pointed out that there are other critical factors that determine the success of the industry. HR department was pointed out among them as it mainly handles the selection and recruitment processes of new staff into the industry. The HR has been a let down in majority of the industries across the globe

as it fails to select and recruit members who have the required credentials for the job on offer in the industry. The industry's hospitality communication between the staff and the management is pointed out by the respondents as another aspect affecting the performance of employees in the industry. They called for creation of a positive atmosphere at the workplace by the employers in order to boost the working morale of its staff. This can be easily done through creating a nice staff room with facilities for workers to relax during their break intervals as it helps to create a positive attitude among the staff members because they will feel appreciated and cared for by their employer.

4.2.11. Quality time can be saved, if improper communication can be avoided.

Time is a key market determiner in the global economy as every industry works towards the maximization of the available time.

Table 4.8: Time Savings with English

	Response	Percentage
YES	25	83%
NO	5	17%
Total	30	100%
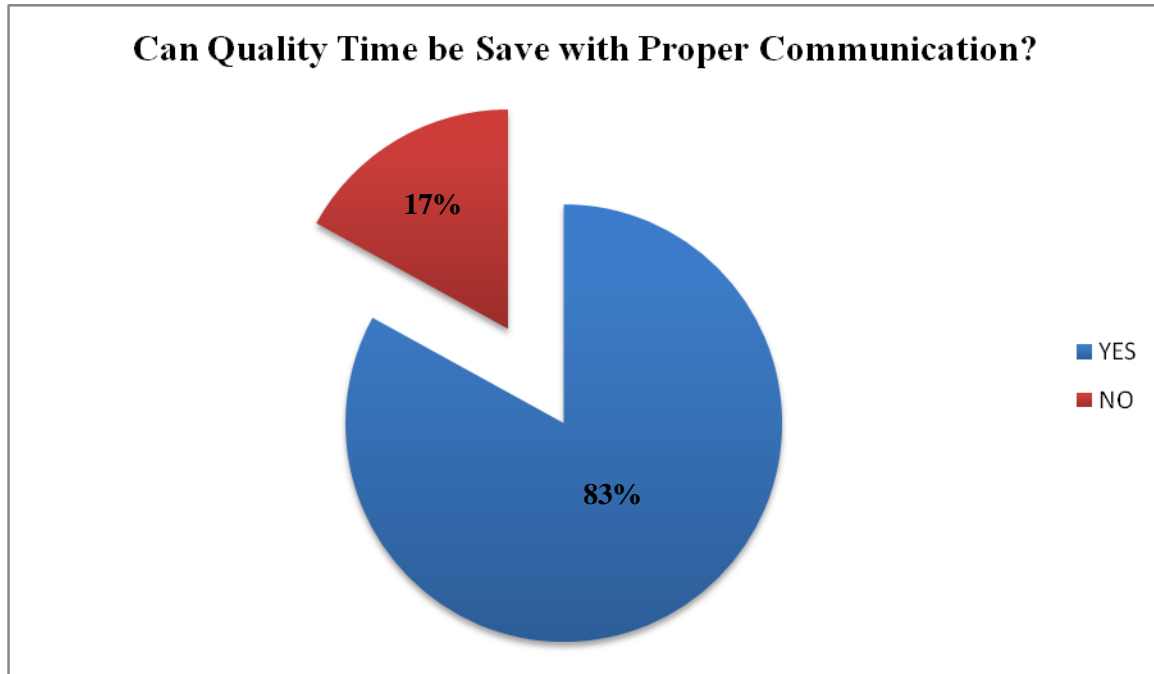
Figure 4.4: Time Savings with English

From the survey conducted in the Dubai's hotel industry and as indicated in Table 4.8 and Figure 4.4, the respondents agreed with this concept as 83% supported quality time as the key to proper communication while only 17% were not in support. The communication channel is the key to success in the business world today. If the channel is not fully implemented, it will lead to failure of the whole communication system which in turn will give negative result in the industry. The upward and downward communication channels are important in the process of ensuring quality time among the employees and management. Currently, the world is on a competitive nature in the hotel industry, thus need for effectiveness in the communication between the employees and customers in the hotel industry. Quality time management in the communication process is the key aspect that necessitates all the activities in the industry.

English communication skills among the employees enable them to acquire the required knowledge that guides them in writing emails efficiently, making presentations, negotiating,

participating in or running of meeting with the guests and welcoming visitors as well as telephoning. Maintenance of time in the above named aspects makes the performance of the hotel more effective as all the activities are fluently coordinated by the management as much time is saved by the staff.

4.2.12. Knowledge of proper written language skills improves the efficiency of your organization.

According to the responses given in the Table 4.9 and Figure 4.5 below, the knowledge of proper written language skills improves organizational efficiency.

Table 4.9: Written Skills

	Response	Percentage
Agree	22	73%
Disagree	1	3%
Neutral	2	7%
Partially agree	5	17%
Total	30	100%
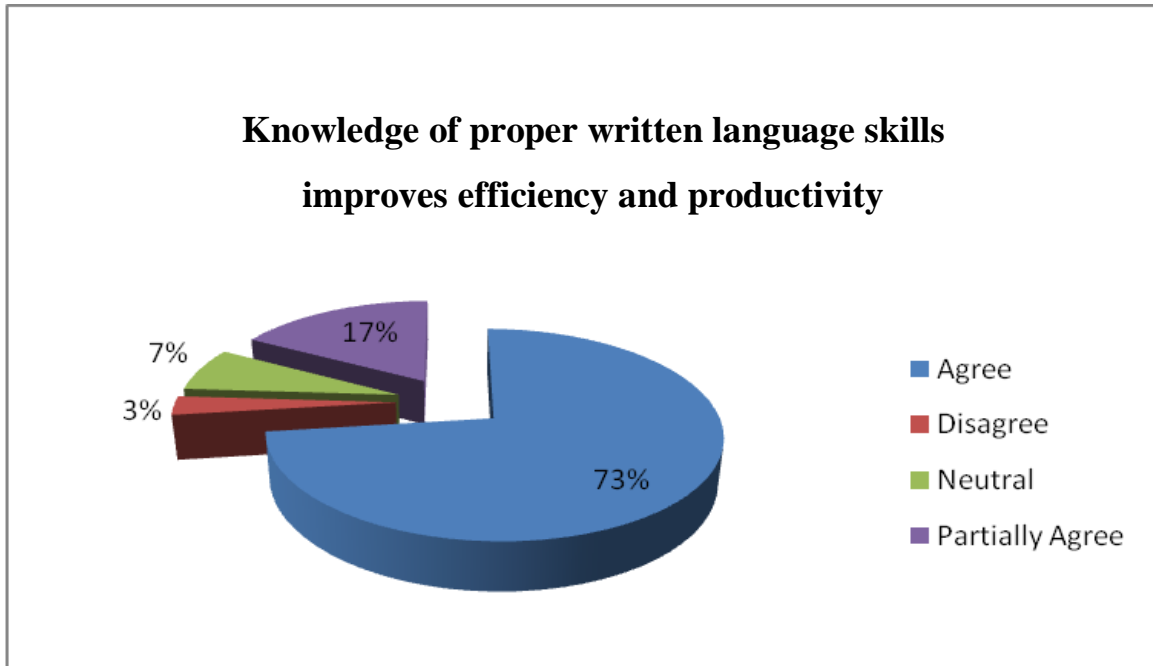
Figure 4.5: Written Skills

Seventy three percent (73%) that is twenty two of the total respondents reported that effective written language skills significantly contributed towards efficiency by ensuring that the correct information and messages are appropriately communicated within the organization. Moreover, the respondents reported that knowledge of proper written language skills within any organization operating in the hotel industry ensured that the receiver receives the correct message and information which according to many respondents tends to minimize message distortion which to them was a major factor that contributed to low work performance, inefficiencies and low productivity. Additionally, the respondents reported that, proper knowledge of written language skills within any organization ensures that there is timely and effective communication which in turn results in high employee performance and productivity and effectiveness. On the other hand, 3% (1) of the total respondents disagreed hence they reported that knowledge of proper written language skills does not improve overall efficiency within various organizations. These respondents indicated that organizations within the hotel industry depend upon effective

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management and leadership and organizational strategic actions. Seven percent (7%) of the respondents were neutral hence they stated that though proper knowledge of written language skills was significantly important in ensuring organizational efficiency, other factors additionally contribute to this efficiency such as the overall organizational set aims, objectives and goals. Seventeen percent (17%) of the respondents partially agreed thus they were not in total support of the fact that knowledge of proper written language skills improves efficiency within various organizations in hotel industry. These respondents from their views reported that efficiency within any organization within the hotel industry heavily relied on top level management and how they manage various employees of different levels. As indicated in the pie chart above, it is quite evident from the responses to the survey conducted that knowledge of proper written language skills improves effectiveness and efficiency within any organization operating within the hotel industry.

4.2.13. Written English language competency is an important aspect of communication in the hotel industry.

The main aim of this research question was to find out from the respondents whether written English language competency is an important aspect of communication in the hotel industry or not. The responses are summarized below.

Table 4.10: Written English Communication

	Response	Percentage
Agree	20	67%
Disagree	2	7%
Neutral	2	7%
Partially agree	6	19%
Total	30	100%
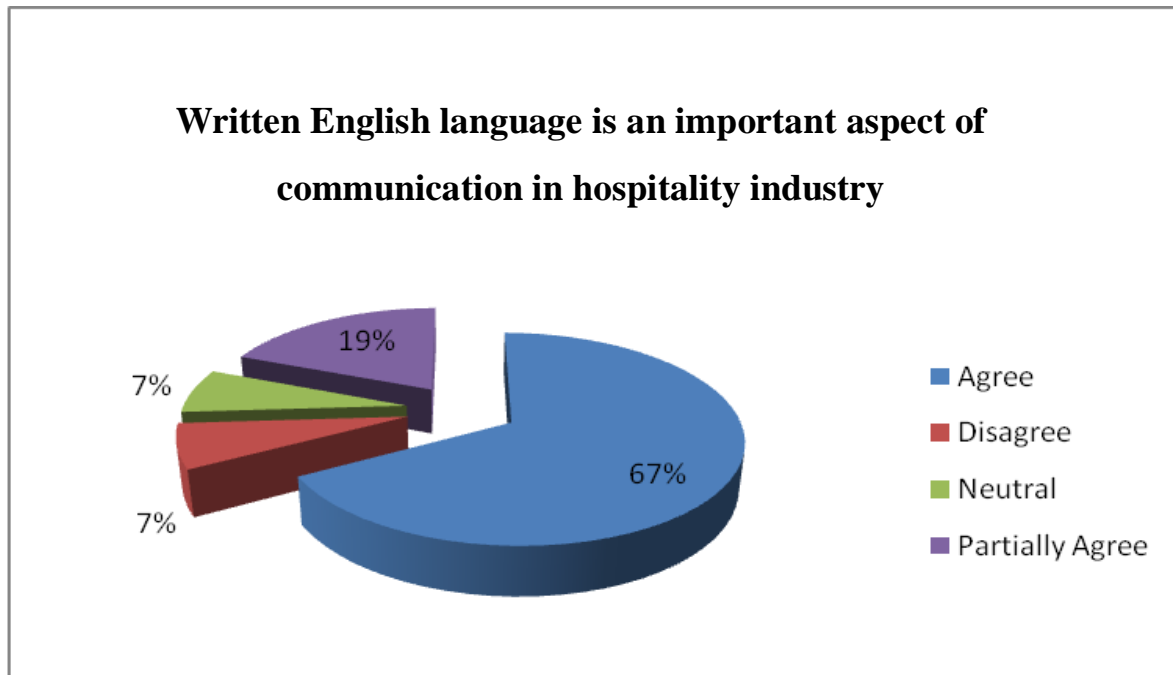
Figure 4.6: Written English Communication

From the research survey conducted, 67% of the total respondents interviewed, as shown in Table 4.10 and Figure 4.6, uniformly agreed that written English language competency was an important communication aspect within various hotels operating in the hospitality industry. Top

level human resource managers who were interviewed reported that the concept of written English competency was an important aspect within their respective organizations because it provided them with an opportunity to do their work more effectively. They also reported that written English language competency is an important aspect of communication because it ensures proper instruction understanding and knowledge on what the organization demands them to do. This in turn ensures high performance, efficiency and productivity from their side. On the other hand, middle level managers who were interviewed in relation to this research question reported that, written English language competency was an important aspect of communication in respect to their positions because it helps them to ensure effective communication. Two percent (2%) of the respondents disagreed and stated that written English language competency is not an important aspect of communication, rather effective communication depends on effective and timely communication of messages and information within an organization and among all the employees. Two percent (2%) of the respondents were neutral. They reported that communication is an organizational aspect which depends on various other organizational aspects apart from, written English language competency such as, levels of understanding among employees, method of communication and information, and the message being communicated. Nineteen percent (19%) of the respondents On the other hand, partially agreed that written English language competency is an important aspect of communication.

4.2.14.   Of the total problems related to the overall working efficiency of the organization, what percentage of problems do you attribute to the factor 'due to poor communication skills'?

This question sought to find out the overall working efficiency and problems attributable to poor communication skills. Though the percentage of problem varies, all the respondents uniformly agreed that effective communication is one of the important aspects for the efficient functioning of the hotel.

Table 4.11: Poor Communication and Problems

Percentage of Problems due to Poor Communication skills as indicated by Respondents	Response	Percentage of Response
85%	1	3%
80%	1	3%
75%	5	19%
70%	2	7%
60%	3	10%
50%	2	7%
15%	1	3%
35%	1	3%
20%	3	10%
30%	3	10%
10-30%	1	3%
40%	2	7%

30-40%	1	3%
10%	1	3%
30-45%	1	3%
15%	1	3%
20-25%	1	3%
Total	30	100%

As shown in table 4.11 above various respondents reported different opinions in relation to this research question. Most of the respondents attributed 75% as a total percentage of problems associated with poor communication within their organizations. From the research survey conducted, many of the respondents reported that most of the organizational problems related to efficiency were a result of poor communication skills. All the respondents uniformly reported that effective communication was significant within the hotel industry.

CHAPTER 5

DISCUSSION AND PROOF OF HYPOTHESES

5.1. Introduction

This chapter provides an in-depth discussion of the results findings analyzed in chapter four in relation to the literature review and test of hypotheses basing on the data collected from the research respondents. Since the research is hypothetical and the main objective of the research study is actually to prove the fact that written English language competency skills are important for better efficiency, productivity and profitability in the hotel industry in Dubai. Additionally, it attempts to prove the fact that employee written English competency skills and entry level testing is lacking in the hotels in Dubai. Moreover, the study attempts to prove the fact that competency of English language skills is crucial in the hotel industry. To achieve these three discussed objectives of the study more effectively and come up with congruent results, findings as far as the research study was concerned, it was important to interpret the results analyzed in chapter four and prove the stated hypotheses using Chi-Square which is one of the statistical techniques in most cases used to analyze and interpret research findings. Chi-Square statistical tool was employed in this chapter as a statistical tool for testing the initially stated research hypotheses. The research hypotheses tested in this chapter and its outcome determined the researcher's acceptance and rejection of the stated null hypotheses. Additionally, the outcome of the tested research hypotheses determined the researcher's rejection and acceptance of the stated alternative hypotheses.

5.2. Results Discussion

The literature review shows that effective employee written English language competency skills and adequate Business Communication methods are key aspects in the hotel industry of Dubai. Andrews (2007), in his research was also in the support of the concept that effective Business Communication forms the pillar for the hotel industry. He agrees with the literature review as he supports the crucial role that written English language skills play in increasing organizational productivity and efficiency within the hotel industry (Andrews, 2007). Effective communication was reported to be a vital aspect, which if ignored usually results in poor organizational performance and low productivity especially in a country like Dubai where its economy is undergoing tremendous growth.

The research question on which Business English Methods of communication were commonly used in the hotel industry of Dubai received overwhelming views from the respondents. Almost all the respondents pointed out the use of written and oral communication methods as the key tools facilitating the communication process in the industry. The research findings revealed that Dubai hotel industry depends both on the use of written and oral Business English communication methods when it comes to internal communication within the organization and external communication with customers. The research findings revealed that effective use of both written and oral Business English communication methods was of significant value to various hotels in Dubai because they at a greater extent contributed to organizational high performance, productivity, growth and efficiency. Research brings out clearly that for optimum utilization of the man power present in the Hotels, all the hotel activities ought to be coordinated smoothly at all the departmental levels in the industry. According to the literature review, the Business English communication methods are viewed as the key avenue

facilitating the optimization process of the hotel's revenue and productivity in the Dubai's hotel industry. The employees in the hotels are coordinated by their respective management on the possible measures and ways of avoiding wastages in the hotels in all their service delivery methods. They are equipped with skills that enable them to fully utilize the available resources in the environment. Additionally, it is quite evident from the research study conducted that good English communication skills form the epitome of communication in the hotel industry as the communication channels move smoothly upwards and downwards from the staffs to management and the guests.

The study found that the oral and written communication are vital in facilitating the exchange and sharing of ideas, emotions, thoughts, news and other useful information in the hotel sector among the employees and the management. It was evident that the role played by English communication skills in the industry is necessary as the respondents pointed out the need of ensuring Business English competency in their respective employees. The respondents proposed for incorporating an external English expert in the management system who would be responsible for English classes to the employees who were not fully equipped with the required English business skills in the hotels. The front office holders should be subjected to mandatory tests for their English language in their curriculum as they encounter diversity of customer from different cultural backgrounds, ethnic groups and nationalities who speak different languages. In this scenario, they would all be equipped with the necessary Business English skills that would enable their performances in the industry.

Additionally, proper employee written English language skills was revealed by many respondents to be a vital aspect of communication. In the study conducted by Charles (2007) on the language matters in the communication process across the world, it was pointed out clearly

that lack of proper communication skills among the employees automatically hinders the channel of communication among the employees in an organization. This channel revolves around the conveyance of messages and ideas accurately while using proper English language to the respondents. The research survey supports literature review because many of the respondents were fully in agreement with this concept as they argued that effective organizational communication within the hotel industry requires good written language English skills. Literature review emphasizes on the need for proper written English skills of employees as the key requirement by the employees in the Hotel industry (Andrews, 2007).

The research findings support the literature review because the survey revealed that written English language competency skill is one among many factors that determine the effective functioning of the hotel industry in Dubai. They stated that the English language communication can easily be nurtured and developed at workplace if employees have effective written English language competency . Additionally, the research study revealed that proper English language was important within the hotel industry. Many of the respondents reported that it was very difficult for employees to develop and work efficiently within the hotel industry which rely on English as the major language in all the communications, if the employees lack proper English language knowledge. The respondents pointed out that English is a language used globally in speeches of business communication in most of the industry. From the respondents' perspective, English language is the pivot of the hotel industry of Dubai as it promotes all the hotel activities from the management to the handling of guests among other crucial activities per-taken on in the hotel industry. It was evident from the research that good communication skills from all the employees of the Hotel in their respective departments play a crucial role towards the implementation of an effective management system which spearheads the success of the hotel

in the long run.

Effective written English skills among the employees were reported by the respondents to be important in sorting and solving problems in the Hotel Industry. Acquiring of the English business competency among the staff equips them with more knowledge and skills on problem handling and solving in their respective fields in the industry. Proper English communication skills facilitate the process of revealing any possible problems in the managing process of the employees in the hotel industry. The previous studies conducted in this field proved that English communication competency aided in revealing the procedures and also played a vital function in ensuring that all the hotel's tasks are run smoothly which in turn facilitated realization of quality services and products to its guests. This is also proved by the survey as the above aspects are clearly discovered in the study conducted in the Dubai Hotel Industry. The industry's performance, efficiency and productivity rely on the interpretation and understanding of instructions, and the employee's knowledge on the demands of the guests in the industry

The respondents pointed out various aspects that have brought barriers on the use of effective Business English language and communication methods in the hotel industry of Dubai. Many of the respondents pointed out key factors that hinder effective communication in the hotel industry. From the research survey, lack of sufficient English language knowledge and written skills was a factor impacting negatively on the overall performance of the employees in hotel industry among its personnel. The fact that Dubai is ranked among the developed cities in the world, people from all over the world have opted to search for greener pastures on employment in the economy thus formulating a diversified society of languages among its employees. With the diversified nature of workforce, many hotels in Dubai tend to employ various employees who come from different countries across the world and speak different languages. These employees

have different backgrounds on their English understanding and foundation. Since the industry is made up by employees from different countries that have different English backgrounds thus they would not all necessarily posses all those needed skills which in some occasion make communication a significant problem within the hotel industry.

Additionally, the research findings pointed out the aspect of language barrier as a key hindrance to the performance of the employees in the industry. The fact that the personnel working in the Dubai hotels originates from different nationalities indicates clearly that they speak different languages. This was revealed from the research study to hinder effectiveness in the communication process among various employees. The respondents proposed that the investors in the hotel industry of Dubai need to establish training programs on the English communication skills to its employees during the recruitment/selection process and on-the-job training in order for them to acquire fully the English business communication skills. This concept however faced resistance from some of the respondents who were managers and Human resource representatives from the hotels on study as they argued that the training process requires more funds and is normally too costly to the hotel. They pointed out that the returns realized from the trained staffs are low from the expectation of the HR department and the entire organization. This in turn has resulted to many hotels not engaging in the English business communication skills process as they are afraid of losing their proceeds from the customers. This belief by the hotel investors was criticized by the other respondents who argued that lack of English business communication skills among the staff in the industry has led to deterioration of the delivery of services to its guests. In the long run, loyal customers have opted to move to other hotels that are providing relatively good services as compared to the previous hotels they had visited. A group of respondents agreed that some of the hotels in the industry had taken the

initiative of training their staff on the need for effective oral and written English communication skills with the aim of attaining employee efficiency and productivity, a fact that was not supported by the literature review fully.

The concept of HR department was also pointed out by the respondents as a key player in the success of the hotels in their routine service delivery to its customers. The recruitment and selection procedures were the main points of concern by the respondents as they highlighted on the criteria before the selection/recruitment process conducted in the industry. The respondents reiterated the aspect of evaluating applicants in terms of their written Business English competency skills was an aspect assumed by most of the hotels in Dubai in the hiring of heads of departments, managers and supervisor levels in the hotels. Over half of respondents agreed that various hotels which they have worked or visited in Dubai do not consider evaluation of the written Business English competency skills on employees at the time of hiring at all its respective positions as an important employee element rather other skills were perceived to be more important. A few of the respondents pointed out English competency as one of the factors considered in the evaluation process mostly when handling the hiring process of Heads of Departments, Managers and Supervisors..

5.3.   Proof of Hypotheses

The Chi-square test in this research study was important for testing the research hypotheses. Relevant research questions and data collected by the researcher from the thirty respondents who participated in the research study was used for this purpose. Additionally, other data used in the research study for testing the hypotheses was derived from the contingency tables constructed in this chapter.

5.3.1 Test of Hypothesis One

5.3.1.1. Research Hypothesis One

Null (Ho): Knowledge of use of English language for work place communication is not of great importance in the hotel industry in Dubai.

Alternative (H$_1$): Knowledge of use of English language for work place communication is of great importance in the hotel industry in Dubai.

This hypothesis will test the importance level of English language competency skills within the hotel industry in Dubai. To effectively achieve this, a contingency Table 5.1 basing on research question 10 and 13 was constructed to test the hypothesis.

Question 10: In your own opinion do you consider employee English competency skills as an important aspect of communication in hotels?

Question 13: Written English language competency is an important aspect of communication in the hotel industry.

Table 5.1: Contingency Table of Responses to Questions 10 & 13

H01	Q10	Q 13	Total
1. Yes/Agree	28 (1)	26 (3)	54
2. No/Diagree	2 (2)	4 (4)	6
Total	30	30	60

$$\chi^2 = \sum \frac{(Of - Ef)^2}{Ef}$$

Where χ^2 = represents Chi square

$\sum$ = Summation of

Of = Observed frequency

Ef = Expected frequency

Using the statistical Chi-Square test formula

χ^2 = 0.037+0.333+0.037+0.333=0.74 ------- (1)

To test the hypothesis more effectively, it is also important to determine degree of freedom (df) which is calculated using the following formula

df =(r-1)(c-1);

in which r = the total number of rows

c= the total number of columns

Using the contingency table drawn above

r= 2

c=2

Therefore using the formula

df =(r-1)(c-1);

It implies that

df= (2-1)(2-1)= 1x1=1

Assuming level of significance α = 0.1, when the df = 1, then

Value of χ^2 as retrieved from the critical values table =0.016 Therefore in summary this implies that

$\chi^2 > \chi^2_{1,0.9}$ Where 0.74>0.016   From (1)

5.3.1.2. Inference

As shown above, the value calculated χ^2 (0.74) is greater than the critical value χ^2 (0.016) extracted from the Chi-Square Probabilities table at a probability level of 0.90 when the degree of freedom (df) is actually 1. This therefore implies that we reject the stated null hypothesis, which states that, English language Competency Skills are not crucial in the hotel industry in Dubai and accept the formulated alternative hypothesis, which states that, English language Competency Skills are crucial and significant within the hotel industry in Dubai

5.3.2 Test of Hypothesis Two

5.3.2.1 Hypothesis Two

Null (Ho): Effective Written and oral communication methods do not contribute to organizational efficiency and productivity if adequately used in the hotel industry in Dubai

Alternative (H_1): Effective Written and oral communication methods contributes to organizational efficiency and productivity if adequately used in the hotel industry in Dubai

The main objective of this hypothesis was to test whether effective written and oral communication methods actually contribute to organizational efficiency and productivity if adequately used in the hotel industry in Dubai. The use of this hypothesis helped the researcher to accomplish and prove earlier stated objective that written and oral methods contribute to productivity and efficiency as well as and they are important in hotel industry. To effectively test this hypothesis, research questions 2 and 3 were used alongside the responses from the respondents in relation to these research questions. The responses from the respondents were combined in a contingency Table 5.2 drawn below

Research Question 2: In your own opinion, why are these methods important to Hotels and what

value do they add to your organization if effectively used?

Research Question 3: How do they contribute to organizational efficiency and productivity?

Table 5.2: Contingency Table of Responses to Questions 2 & 3

H02	Q2	Q 3	Total
1. Yes	30 (1)	27 (3)	57
2. No	0(2)	3 (4)	3
Total	30	30	60

$$\chi^2 = \sum \frac{(Of - Ef)^2}{Ef}$$

χ^2 = 0.079+1.5+0.079+1.5=3.158 ------- (2)

df= (2-1)(2-1)= 1x1=1

Assuming the level of significance α = 0.1, when the df = 1, then;

Value of χ^2 as retrieved from the critical values table =0.016 Therefore in summary this implies that

$\chi^2 > \chi^2_{1, 0.9}$ Where 3.158>0.016   From (2)

5.3.2.2. Inference

As shown above, the value calculated χ^2 (3.158) is greater than the critical value χ^2 (0.016) extracted from the Chi-Square Probabilities table at a probability level of 0.90 when the degree of freedom (df) is actually 1. This therefore implies that we reject the stated null

hypothesis, which states that, Effective Written and oral communication methods do not contribute to organizational efficiency and productivity if adequately used in the hotel industry in Dubai and accept the formulated alternative hypothesis, which states that, effective written and oral communication methods contributes to organizational efficiency and productivity if adequately used in the hotel industry in Dubai

5.3.3 Test of Hypothesis Three

5.3.3.1 Hypothesis Three

Null (Ho):): Knowledge of appropriate forms of written English does not result to organizational efficiency, productivity, high performance, growth and profitability within the hotel industry in Dubai.

Alternative (H$_1$): Knowledge of appropriate forms of written English results in organizational efficiency, productivity, high performance, growth and profitability within the hotel industry in Dubai.

The main objective of this hypothesis was to test whether proper and effective employee written English language skills results in organizational efficiency, productivity, high performance, growth and profitability within the hotel industry in Dubai. This hypothesis helped the researcher to accomplish the main objective of the research study thus to prove the fact that written English language skills are important for better efficiency, productivity and profitability in the hotel industry in Dubai. To effectively test this hypothesis, research questions 11 and 12 were used alongside the responses from the respondents in relation to these research questions. The responses from the respondents were combined in a contingency Table 5.3 drawn below

Research question 11: Quality time can be saved, if improper communication can be avoided?

Research question 12: Knowledge of proper written language skills improves the efficiency of your Organization?

Table 5.3: Contingency Table of Responses to Questions 11 & 12

H03	Q11	Q 12	Total
1. Yes/Agree	25 (1)	27 (3)	52
2. No/Disagree	5(2)	3 (4)	8
Total	30	30	60

χ^2 = 0.038+0.25+0.038+0.25=0.576 ------- (3)

df= (2-1)(2-1)= 1x1=1

Assuming the level of significance α = 0.1when the df = 1, then;

Value of χ^2 as retrieved from the critical values table =0.016 Therefore in summary this implies that

$\chi^2 > \chi^2_{1, 0.9}$ Where 0.576>0.016   From (3)

5.3.3.2. Inference

As shown above, the value calculated χ^2 (0.576) is greater than the critical value χ^2 (0.016) extracted from the Chi-Square Probabilities table at a probability level of 0.90 when the degree of freedom (df) is actually 1. This therefore implies that we reject the stated null hypothesis, which states that, proper and effective employee written English language skills does not result to organizational efficiency, productivity, high performance, growth and profitability

within the hotel industry in Dubai and accept the formulated alternative hypothesis, which states that, proper and effective employee written English language skills results in organizational efficiency, productivity, high performance, growth and profitability within the hotel industry in Dubai.

5.3.4 Test of Hypothesis Four

5.3.4.1 Hypothesis Four

Null (Ho): Organizations in hotel industry do not consider evaluation of employee written Business English Competency Skills important when hiring

Alternative (H_1): Organizations in hotel industry consider the evaluation of employee written Business English competency skills important when hiring

The main objective of this hypothesis was to test whether organizations in hotel industry in Dubai consider the evaluation of employee written Business English competency skills important and necessary when hiring. This hypothesis helped the researcher to accomplish one of the research objectives which was to prove the fact that employee written competency English skills and Entry level testing is lacking in the hotels in Dubai. To effectively test this hypothesis, research questions 6 and 7 were used alongside the responses from the respondents in relation to these research questions. The responses from the respondents were combined in a contingency Table 5.4 drawn below.

Research question 6: Does your organization insist on an evaluation of written Business English Competency Skills of employees (HOD/ Manager/ Supervisor level) when hiring?

Research question 7: Are you satisfied with the evaluation?

Table 5.4: Contingency Table of Responses to Questions 6 and 7

H03	Q6	Q 7	Total
1. Yes	22 (1)	12 (3)	34
2. No	8(2)	18 (4)	26
Total	30	30	60

χ^2 = 1.471+1.923+1.471+1.923=6.788------- (4)

df= (2-1)(2-1)= 1x1=1

Assuming level of significance is 0.005, when the df = 1, then;

Value of χ^2 as retrieved from the critical values table =7.879

Therefore in summary this implies that

$\chi^2 < \chi^2_{1, 0.995}$ Where 6.788<7.879   From (4)

5.3.4.2 Inference

As shown above, the value calculated χ^2 (6.788) is less than the critical value χ^2 (7.879) extracted from the Chi-Square Probabilities table at a probability level of 0.005 when the degree of freedom (df) is actually 1. This therefore implies that we accept the stated null hypothesis, which states that, organizations in hotel industry do not consider evaluation of employee written Business English Competency Skills important when hiring and reject the formulated alternative hypothesis, which states that, organizations in hotel industry consider evaluation of employee written Business English Competency Skills important when hiring.

5.3.5 Compiled Result:

The Table 5.5 given below summarizes the hypotheses considered for this study. The Table also gives a summary of the inferences of each of the hypothesis, based on the responses given by the respondents.

Table 5.5: Compiled Result

Hypotheses	Critical Region	Inference
Null (Ho): Knowledge of use of English language for work place communication is not of great importance in the hotel industry in Dubai. Alternative (H1): Knowledge of use of English language for work place communication is of great importance in the hotel industry in Dubai.	$\chi^2 > \chi^2_{d.f,\ 1-\alpha}$	Knowledge of use of English language for work place communication is of great importance in the hotel industry in Dubai.

Null (Ho): Effective written and oral communication methods do not contribute to organizational efficiency and productivity if adequately used in the hotels in Dubai Alternative (H1): Effective written and oral communication methods contributes to organizational efficiency and productivity if adequately used in the hotels in Dubai	$\chi^2 > \chi^2_{d.f,\ 1-\alpha}$	Effective written and oral communication methods contributes to organizational efficiency and productivity if adequately used in the hotels in Dubai
Null (Ho): Knowledge of appropriate forms of written English does not result to organizational efficiency, productivity, high performance, growth and profitability within the hotel industry in Dubai Alternative (H1): Knowledge of appropriate forms of written English results in organizational efficiency, productivity, high performance, growth and profitability within the hotel industry in Dubai	$\chi^2 > \chi^2_{d.f,\ 1-\alpha}$	Knowledge of appropriate forms of written english results in organizational efficiency, productivity, high performance, growth and profitability within the hotel industry in Dubai

Null (Ho): Organizations in hotel industry do not consider evaluation of employee written Business English Competency Skills important when hiring Alternative (H1): Organizations in hotel industry consider the evaluation of employee written Business English competency skills important when hiring	$\chi^2 > \chi^2_{\text{d.f, } 1-\alpha}$	Organizations in hotel industry do not consider the evaluation of employee written Business English competency skills important when hiring

CHAPTER 6

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

This chapter comprehensively covers the summary of the research study, conclusions and recommendations.

6.1.   Summary of the Study

The main objective of the study was to prove the fact that written English language skills were important for better efficiency, productivity and profitability in the hotel industry in Dubai. Additionally, the study attempted to prove the fact that employee written English competency skills and entry level testing was lacking in the hotels in Dubai. Lastly, the study attempted to prove the fact that competency of English language skills was crucial and that it was grossly overlooked by the management in the hotel industry. The study was conducted in various star hotels in Dubai in which 30 respondents were randomly selected to participate in the research study. The respondents who participated in the research study were mainly human resource managers. Since the respondents were thirty in number, 30 questionnaires were printed and distributed to these respondents through emails and physically by the researcher. All the questionnaires were returned duly filled which represented 100% response. Telephone interviews and face to face in depth follow up interviews were used in situations where the respondents could not find time to fill the questionnaires. The responses received from the respondents were sufficient enough hence considered quite representative as far as the research study was concerned.

The research study used both open and closed ended questionnaires which contained a total of 14 research questions. The research questions used in the study were divided into three parts thus: part one in which the respondents were given choices to select from, part two in which the respondents were provided with the options of Yes/No and Agree/Disagree/ Neutral and Partially Agree and part three in which the respondents could give their opinions, observations and experiences in detail. The data collected from the respondents has been analyzed using pie charts, percentages, figures and frequency distribution tables. To effectively test the formulated research hypothesis, contingency tables were constructed in which responses from various respondents were tabulated. The data tabulated in the contingency tables has been used in chapter five to test the research hypotheses. As shown in chapter four, tables and pie charts have been used to depict various responses and opinions of the respondents. Chi-Square which is a statistical tool used by various researchers to test research hypotheses in any given research study was used in this research study to evaluate frequency of the responses received from various respondents. Additionally, Chi-Square was used to test if empirical stated observations significantly differ from formulated assumptions.

6.2. Conclusions

Business communication is an essential aspect, which plays a significant role in the business environment. In reality each organization in various sectors of the economy depends on effective business communication to succeed. Effective business communication is an organizational process which facilitates easy exchange of information within and outside the organization through a specified communication system. Globalization and changing trends in information technology have changed the way in which organizations in the hotel industry

communicate not only in Dubai but worldwide. As a result of this hotel industry today worldwide is perceived to be an industry, which facilitates cross border information inflow, flow people and capital. Since Dubai is one of the fastest growing trade countries in the world, hotel industry in Dubai has become the focal point for various businesses and organizations due to the ever increasing opportunities in the industry hence increasing the competitive nature of the industry. Due to the competitive nature of the hotel industry in Dubai, organizational effective communication with employees and customers is today considered an important aspect of survival and organizational growth. This is because effective written communication is perceived to increase organizational competence, ensure regular flow of customers, reduce increased rates of employee turnover and achieve high profits. The study conducted indicated that majority of hotels in Dubai mostly use both oral and written Business English methods of communication. Only few organizations were reported to use only oral Business English method of communication. The written and oral methods of communication used by various organizations in the hotel industry in Dubai consisted of; upward, downward and lateral communication methods. Upward communication is one in which information or messages are communicated from low-level employees to high level top managers. The research survey revealed that mostly the   method of communication was used to communicate overall organizational results, performances, growth and success over a given period of time. This type of communication method was revealed by the research conducted to increase high levels of organizational growth and profitability, because it provides room to communicate objectives and goals that have been achieved, those which have not been achieved, the reasons as to why those particular objectives and goals have not been achieved and what is required to be implemented to ensure that they are achieved. This kind of communication method defines clearly what is

expected and it ensures employees to know what is required of them which in turn results in high employee performance and productivity. The second method reported to be commonly used in different hotels in Dubai was downward communication method which actually entails the flow of messages and information from top level organizational managers to low level employees. According to the research findings, downward communication method was used frequently by various organizations in hotel industry to communicate organizational policies, procedures, rules, regulations, objectives, goals and aims. This method additionally was reported by the research respondents to be important in giving performance feedbacks to low level employees and ensuring that instructions are adequately followed. Additionally, this kind of organizational method was reported to be significant when it comes to the communication of organizational strategies and milestones. The third method revealed from the research conducted was lateral communication method, which facilitates communication between personnel working within the same level such as top managers, human resource managers, head of departments and supervisors. This method was reported to be important when it comes to effective information sharing, views and opinions. Actually, the research study conducted revealed that both oral and written methods of communication play a significant role in hotel industry because they act as pillars on which various organizational operations and activities were based.

From the research conducted, effective and sound communication is one of the critical factors resulting in high organizational growth and success not only in the hotel industry but in other industries worldwide. In fact, without communication an organization cannot effectively communicate with its clientele, which in turn can result to various internal disorders affecting the performance of that particular organization. Due to globalization, the hotel industry worldwide is considered to be the fastest growing industry as a result of ever increasing opportunities within

the industry. This therefore implies that if an organization within the hotel industry has in place effective written business communication methods, it ensures that there is adequate balance between organizational objectives, goals, strategies and aims which in turn results in organizational success and profitability. Globally hotel industry is diverse in nature because it accommodates employees, guests and customers with different languages, ethnic and cultural backgrounds. Therefore effective and excellent use of both oral and written business methods of communication is considered to be a vital aspect in this industry. This is attributed to the fact that good external and internal communication is considered an essential area for determining organizational standards of operation.

Adequate organizational standards of operation through effective communication, was revealed, through the research study conducted, for overall organizational efficiency and better profits. The study conducted actually indicated that, business communication is a sole factor, which joins the business, its employees, stakeholders and board of directors. Primarily, effective written and oral business communication within an organization is perceived to be the holding ground on which all the organizational daily activities and operations are based. Without this ground, any organization within the hotel industry cannot work more effectively, because Business English methods of communication, in particular, written communication, facilitate sharing of information, exchange of emotions, ideas, opinions, thoughts, news and other information between employees within the organization. From the study conducted it was quite evident that Business English methods of communication play a vital role when it comes to effective and adequate organizational structuring, successful achievement of organizational activities and pursuance of organizational goals and objectives. Additionally, effective communication ensures proper understanding of all the organizational outlined policies, rules

and regulations which in turn minimize mistakes.

Since employee satisfaction is actually one of the key drivers that results in customer's satisfaction in hotel industry, many of the organizations in the hotel industry in Dubai have implemented effective communication methods with an aim of increasing employee's performance and productivity. High performing hotels in Dubai which were interviewed during the research study reported that effective communication results in high productivity and profitability because employees tends to know what is required of them at what time without necessarily being supervised. Moreover, the research findings actually revealed that effective and good use of both oral and written Business English methods of communication within an organization in the hotel industry creates a connection among all employees working within the organization. This was reported by top human resource managers, who were interviewed during the research study to increase employee coordination and cooperation, which in turn results in high performance as well as and efficiency. Additionally, connection of employees through effective communication was reported by many respondents interviewed to create a sense of unity within the employees working in various departments, which in turn minimizes bias and disagreements. Furthermore, the research revealed that if employees are connected through good organizational communication, they become motivated to work harder in achieving organizational set objectives and goals.

Clear communication between all the organizational departments and employees ensures that all the tasks are carried out smoothly. Smooth operation of all organizational tasks within various departments as revealed by the study conducted is an important factor in improving overall organizational service quality. Additionally, clear communication as indicated from the study conducted was vital in ensuring adequate and effective organizational promotion and

appraisal**.** The study findings revealed that good English communication within any organization in hotel industry is essential in improving the total scores and rating by online users. This was reported by many of the respondents interviewed to be very important in increasing customer growth and profits and image of the hotel in the eyes of the customers, internal and external stakeholders. Guest and customer satisfaction index was reported by many of the respondents interviewed to purely depend on effective communication. Since most of the employees in various organizations within the hotel industry are trained in the basic systems and procedures, they can perform better if effective communication is enhanced and they are motivated. Effective use of both oral and written business communication methods was a factor reported to be important in maintaining good hotel standards. The respondents who were interviewed largely reported that, good Business English communication methods were part of brand standards of any hotel. According to the research findings high hotel standards resulting from good business communication was important in enhancing high levels of professionalism and improving the overall image of the hotel in the public. The research survey revealed that effective use of written and oral communication increases employee product knowledge understanding and brings confidence to the staff by giving them a feeling of importance. This improves the work environment and adds to the reputation of the hotel at the same time ensures personal growth of employees.

The research conducted proved that effective use of both written and oral Business English methods of communication results in efficiency and productivity. Efficiency and productivity as a result of effective use of written and oral communication methods was proved by the research as achieved in several ways. First and foremost, the research survey findings revealed that, good use of oral and written methods of communication within an organization in

hotel industry communication helps employees to effectively sort out their problems and issues resulting in productivity and efficiency. Additionally, if there is good communication within the organization, it increases efficiency and customer service, which in turn results in guest loyalty. From the research survey, when the written instructions are clear and correct, employees will know what they have to do, hence helping them to utilize their time more efficiently. This also was proved by the research study to improve overall organizational productivity. Furthermore, the research conducted proved that productivity and efficiency within hotels results from proper communication channels within an organization. If any organization has in place effective and adequate communication channels, communication is made easier because messages can be sent and received within the organization on time, minimizing message distortion and misinterpretation. This in turn affects the overall working of the employees and the organization in general by producing quick results. Moreover, proper communication ensures proper and quick transfer of information. Messages are understood easily due to lack of errors which makes the process more efficient and effective. This helps in optimization of resources and time which ensures productivity.

Though, effective use of written Business English methods of communication was proved by the research to be very much in the hotel industry, these methods are associated with problems which organizations are required to deal with as a way of increasing and ensuring organizational growth and profitability. One of the major problems revealed by the study conducted was lack of proper written English language skills and knowledge among various employees. Since the hotel industry in Dubai is very diverse, many of the organizations employ employees from different countries who speak different languages. Some employees, in particular who come from non–English speaking countries, lack sufficient English language

knowledge and skills, which makes communication a difficult process. This is because some of the employees on their own cannot read and write in English language, requiring constant monitoring, supervision and guidance from their supervisors and head of departments which is time consuming and tiresome too. Moreover, it was reported by the respondents that this results in a slowdown of work processes, hence in some cases resulting to low productivity and inefficiencies.

Additionally, such employees who cannot effectively speak, write and communicate in English require intensive English language training which is very much expensive on the side of the organization and time consuming too. The second problem revealed by the research study, which is associated with Business English methods of communication, was lack of sufficient written English skills among undergraduates, in particular, those from developing countries. From the research conducted, it is mandatory for new entry undergraduates to undergo intensive training on the written and oral communication skills which was reported by the respondents to be very expensive. Human resource managers reported that equipping entry undergraduate and graduate employees with written skills was important in ensuring that they perform as required and know what is required of them. Language barrier was the third problem reported to be associated with written and oral Business English methods of communication. The research survey revealed that some employees find it hard to effectively communicate in English, which in turn affects their individual performance. Such employees as indicated from the research conducted find it hard to read and interpret information and messages effectively. To ensure that they perform well, organizations have been forced to put in place interpreters who in some cases fail to convey or interpret information or message sent resulting to message distortion and misinterpretation. This greatly affects the performance of these employees as the message or

information sent is not what is received. Communication breakdown resulting from language barrier was proved by the research conducted to lead to communication gap which actually is one of the key factors that results in inefficiencies, poor performance and low productivity. If there is a communication breakdown, messages and information cannot be sent and received adequately as required. Confusion of phrases is another significant problem which was reported to be associated with written Business English methods of communication.

Given the fact that, employees employed in hotel industry come from different countries with different English language background and understanding, some of these employees may not have knowledge of the standardized phrases or the hotel jargon which in most cases create confusion while communicating or understanding. Moreover, lack of proper communication skills makes it difficult for employees to convey ideas and messages. This results in information gap, which in turn breaks down the process of communication. Other problems revealed by the research study associated with written communication comprises of; lack of personalization, one fit for all can lead to mis-interpretation, lack of flexibility for direct clarification based on recipients' differences, too many emails create unnecessary barriers between communicators, basing on level of the communicator's business English level, message may not be written as per the original intent of communicator. On the other hand, oral communication may provide inconsistent information via oral communication from one recipient to another, tone of voice, body language could create different impression on the actual wording and lastly, oral communication does not provide trace, record for evidences or future reference.

The research study revealed that employees' written English language competency skills were vital in the hotel industry. It was quite evident from the research study conducted that employee written English language competency skills increase organizational productivity,

efficiency, customer satisfaction and employee performance. The concept of written English language competency skills was proved by the research study to be significant within the hotel industry because it provides employees with required skills to perform their work effectively well and interact with customers more adequately. Knowledge of proper English language helps various employees to understand what is required of them. If employees have the required English language knowledge it automatically becomes easier for them to carry out their daily duties according to outlined instructions. Moreover, adequate English Knowledge helps various employees in various organizational levels to write emails properly, memos, make presentations more accurately and even write report and compile work reports without difficulties. Additionally, good English communication language helps employees to understand effectively messages communicated to them minimizing the issue of message distortion, which in most cases results in inefficiency. Overall, the research study revealed that good Business English among all the employees within any organization in hotel industry improves organizational operations and outcomes.

Furthermore, the study conducted indicated that effective written communication skills allows employees and managers to send information and messages which are clear eliminating opportunities of information or message misinterpretation by the receiver. Employee communication skills are extremely important and all issues related to finance, employee problems are discussed. It is also important for effective management, as it clearly identifies what went wrong and where. It is extremely important in maintaining the standards of the hotel. The research study indicated that effective employee English competency communication skills were significant to each employee working in the hotel industry because they make services and procedures much easy to follow. This according to the research participants ensures that high

quality standards are provided to guests at the same time improving public relation skills between staff and guests. Effective communication skills are important to any organization operating in hotels because when the staff are sufficiently confident with their use of the English language they can quickly and effectively put their managers, guests, and fellow staff members at ease while providing and exchanging all the information that they need. In the hotel industry, assisting guests and making them feel welcome, relaxed and comfortable is always a crucial aspect of any organization, which relies on effective written English language and competency skills. Good employee written English language competency skills reduces mistakes and information misunderstandings. When there is greater and more effective interaction between the employees, there is lesser number of mistakes and information misunderstandings. This is beneficial for an organization within the hotel industry not only in Dubai but worldwide because it helps the organization to save time, effort and money at the same time ensure high efficiency and productivity. Additionally, good written English skills help employees to effectively understand organizational standard operating Procedures, organizational vision and mission which are seen to be important aspects of productivity and efficiency.

One of the research objectives was to prove the fact that evaluation of employee written English language skills are overlooked by many of hotels in Dubai at the time of hiring professional employees in the levels of heads of departments, managers and supervisors. The research conducted actually indicated that many of the organizations in the hotel industry do not consider evaluation of employee written competency skills as an important aspect when hiring employees in the levels of head of departments, manages and supervisors. Only few organizations in hotel industry consider evaluation of written English skills. Before any employee can be hired in these positions, he or she should show adequate written English

competency skills. This was deemed to be important in ensuring organizational high efficiency and performance. Though this was the case, the research survey indicated that most of the employees in these levels are not satisfied with the evaluation. It was quite evident from the research conducted that most of the organizations in the hotel industry, which consider evaluation of written English language skills an important aspect when hiring professional employees in the levels of heads of departments, managers and supervisors have not implemented effective mechanisms to ensure adequate evaluation. There are no well trained professional personnel to give proper, accurate and just evaluation of these skills. Those organizations within the hotel industry which do not consider evaluation of employee written English language competency skills as an important professional skill, when hiring employees in the positions of head of departments, managers and supervisors, considered other essential skills such as individual personality skills, leadership and managerial skills, competency skills, interpersonal skills and strategic management skills. These were concerned more on what the employee can offer rather than mere employee English language competency skills.

In conclusion as revealed in this research study, Business English methods of communication are considered to be important in the hotel industry in Dubai. Effective use of these oral and written Business English methods of communication ensures smooth flow of organizational operations and activities which in turn results in efficiency and productivity. Additionally, as indicated from the research study, productivity and efficiency are organizational aspects achieved through good employee written English language competency skills. When employees have adequate knowledge and understanding of English language communication process becomes easier. At the same time this enhances proper flow of messages and information within the organization minimizing communication gap and misinterpretation and distortion of

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information and messages. This is because clear communication ensures that the right information or message is communicated and received on time and accurately by the receiver.

6.3. Recommendations

Effective communication is a vital aspect which each organization in hotel industry in Dubai needs to implement in order to achieve high productivity and efficiency. Implementing effective communication will improve the performance standards of various employees in hotel industry. This in turn will result in high organizational growth, performance and development. Each hotel in the industry should strive to ensure that both oral and written Business English methods of communication are effectively and adequately used as required. This can be done through top human resource managers and top organizational managers ensuring that the right information and message is communicated and received on time. Clear communication depends on organizational implemented proper channels of communication. Proper channels of communication ensure that messages and information are sent and received by the receiver without any misinterpretations and distortions. If various hotels in Dubai want to achieve high productivity and efficiency, it is important for human resources managers to ensure that they put in place proper organizational communication channels in which messages and information can be effectively send and received within and out of the organization. This will help various hotels in Dubai, among them 3 star, 4 star, and 5 star to achieve tremendous growth within Dubai and worldwide.

Since written English language competency skills are important in the hotel industry, organizations should implement sufficient training courses for those employees who do have adequate skills. Additionally, it is important for various hotels to implement proficient English

language employee trainings for those employees who cannot communicate effectively in English and have problems in understanding messages or information communicated in English. This will equip employees with English language knowledge and eliminate communication gap and any misunderstanding. This will help these employees to achieve the required organizational performance and eliminate inefficiencies. Since most of the investors look for quick returns, hotels should place heavy emphasis on quality training. Moreover, from the level of Supervisor onwards, specific tests for Business English can be included as part of assessment during the hiring process. It is very important for various hotels to implement English language test for different levels of employees depending on the position of the employee in the organization. It will be an asset if employees can take a standardized Business English assessment test. It will solve many problems for HR and training managers and reduce organizational spending on these trainings.

Evaluation of written English language competency skills should be made mandatory in all hotels when hiring employees in the positions of managers, heads of departments and supervisors. Though, various organizations in hotel industry in Dubai consider evaluation of employee written English language competency skills to be important when hiring professional employees in the positions of heads of departments, managers and supervisors, it is important for the evaluation procedures and processes to be improved. Other crucial skills such as conceptual skills, planning skills, technical skills, HR skills, problem solving and analytical skills which are very useful to staffs in the ranks of managerial and supervisory in the industry ought to be included in the selection requirement for the applicants. This will enable the hotels to hire competent personnel who are fully equipped with all the skills required in the hotel industry. Additionally, it is important for staffs undergoing written English language skills training be

equipped with other English skills under the pre-acculturation employee English course. Other aspects which organizations in hotel industry in Dubai should consider under this course would include the social and business etiquette among the employees; current affairs; values/morals of the host culture of Dubai; the Islamic religion which is a vital factor in all the Muslim nations; the legal, political and economic structure of the economy of Dubai at large. This would ensure effective performance of the employees in the industry and reduce high employee turnover in the long run.

The industry has worked on satisfying the guests' needs and wants through setting up of standards of performance. The Standards operating Procedures highlights the industry's main focus on attaining the wants and how to perform them fully. It is important for these performance standards to be improved and be given a strong emphasis by various hotels in the Hotel industry. These standards will help various organizations in the hotel industry to achieve consistency in their service delivery and ensure proper guidance among the staff in various levels. Additionally, this will act as a supervisory tool in training and evaluating employee English business communication skills for all organizational employees including those already in the market. It will also act as a tool in the analysis of performance against the other hotels in the industry.

English language testing for specific hospitality purposes should be made mandatory by the standardizing authority for the sake of better service and quality. Dubai Tourism and Commerce Marketing (DTCM) should authorize a standardized test for English proficiency before hiring any employee as part of standard setting.

6.4 Future Scope of Work

The current research concentrated on how written English language skills results in better efficiency, productivity and profitability in the hotel industry in Dubai. Additionally, the research attempted to prove how both oral and written Business English methods of communication are vital in the hotel industry. It is important for future studies to concentrate on other aspects of effective communication within the hotel industry in Dubai. Future studies should be done, for example, on how both oral and written Business English methods of communication lead to organizational growth and success in hotel industry in Dubai. Another research area could be how effective business communication methods of communication results in high employee performance and reduced employee turnover. Future studies also should be done on Business English methods of communication results in employee personal and organizational development.

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APPENDIX 1 - QUESTIONNAIRE

Research Questionnaire

Thank you for offering to spare a few minutes of your time for this important research. We assure you that the information you provide will be used exclusively for this research only, and that we will provide you with the findings of this research once this is completed. Thank you once again!

1. What kind of Business English methods of communication does your organization use frequently? Please choose from the options provided

   a) Written

   b) Oral

   c) Mostly written and partially oral

   d) Partially written and mostly oral

   e) Both oral and written

2. In your own opinion, why are these methods important to Hotels and what value do they add to your organization if effectively used?

3. How do they contribute to organizational efficiency and productivity?

4. What problems do organizations face when using these methods?

5. What are the skills evaluated by your Organization when hiring employees ?

   Select from the options provided

   a) Written communication skills

   b) Reading Skills

   c) Speaking English skills

   d) Listening Skills

e) Pragmatic employee competence Skills

6. Does your organization insist on an evaluation of written business English competency skills of employees (HOD/ Manager/ Supervisor level) when hiring?

Tick one answer

Yes	No

7. Are you satisfied with the evaluation?

Tick one answer

Yes	No

8. If no, please give us a little more information on why you are not satisfied?

9. What are your suggestions to make the evaluation better?

10. In your own opinion do you consider employee English competency skills as an important aspect of communication in hotels?

Yes	No

State your agreement/ disagreement for the following:

11. Quality time can be saved, if improper communication can be avoided

Agree	Disagree	Neutral

12. Knowledge of proper written language skills improves the efficiency of your Organization

| Agree	Disagree	Neutral	Partially Agree

13. Written English language competency is an important aspect of communication in the hotel industry.

Agree	Disagree	Neutral	Partially Agree

14. Of the total problems concerning to the overall working efficiency of the Organization, what percentage of problems do you attribute to the factor 'due to poor communication skills'

APPENDIX 2 - SAMPLE ORGANIZATION CHART

A4
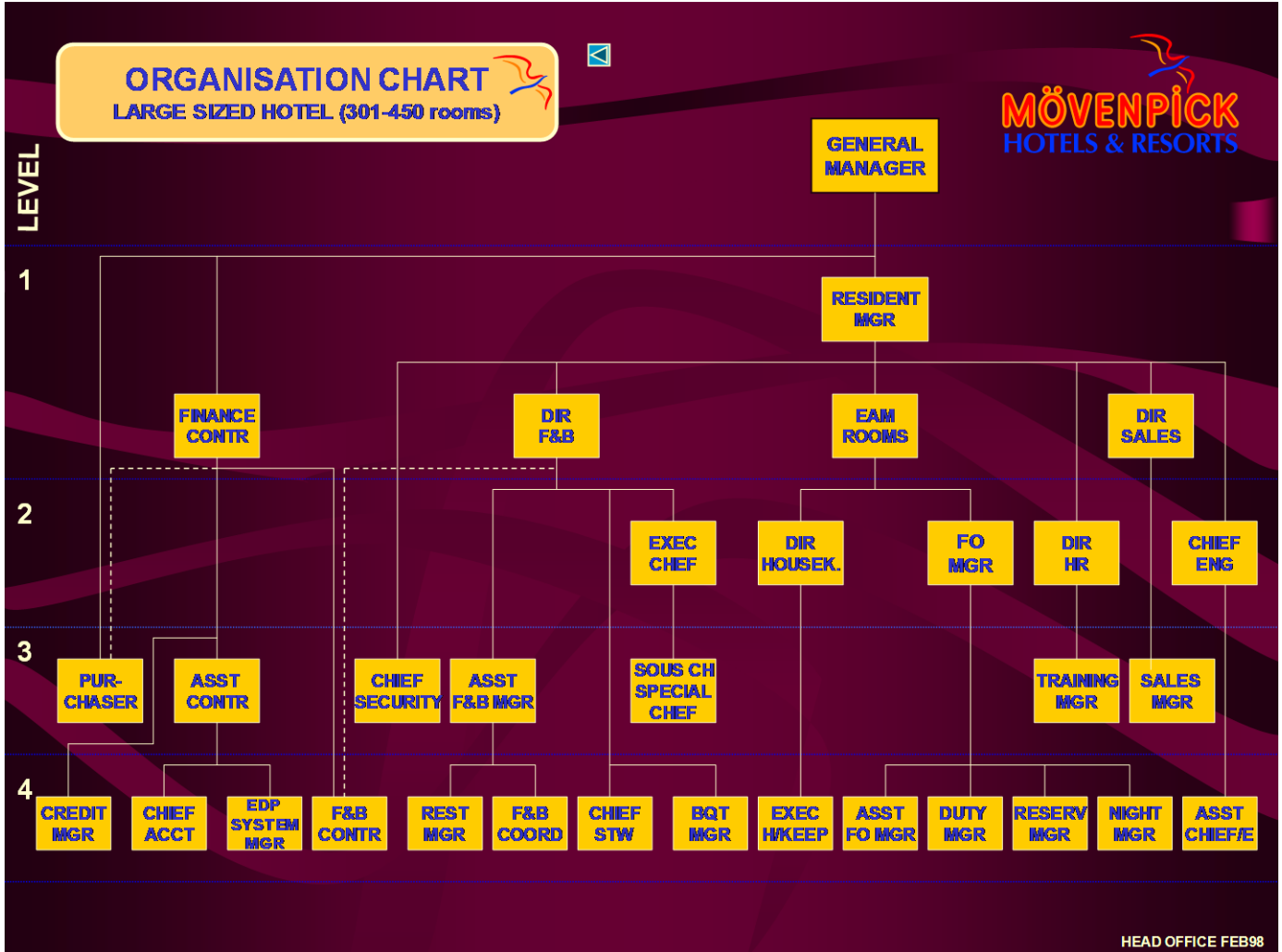
APPENDIX 3 - LIST OF HOTELS

1. Radisson Blu
2. Sheraton Creek
3. Moevenpick
4. J.W. Marriott
5. Golden Tulip Hotel
6. Grand Excelsior
7. Traders hotel
8. Taj Palace Hotel
9. Marcopolo
10. Flora Grand Hotel
11. Ramada Chelsea Hotel
12. London Crown Hotel
13. Al Murooj Rotana Dubai
14. Metropolitan
15. City Seasons Hotel
16. Hallmark Hotel
17. Raffles Hotel
18. Park Hotel
19. Arabian Park Hotel
20. Crown Plaza Deira
21. The Imperial Group Hotels
22. Lotus Grand Hotel
23. Holiday Inn
24. Renaissance
25. La Brioche
26. Rotana Centro
27. Sheraton Deira
28. Mercure Gold
29. Ramada Downtown Burj Khalifa
30. Dubai Grand Hotel

APPENDIX 4 - SOME SAMPLES OF WRITTEN COMMUNICATION OF THE EMPLOYEES OF THE HOTEL INDUSTRY

DEAR DHANWANT
WE HAVE TO SEEK DIRECTORS APPROVAL FOR THE SAME
REAGRDS
NANDA

Dear Sir

The staff is requesting the change in Dinner timing of staff cafeteria from 1915hrs to 1900hrs and change of Transport timing from 1905 hrs to 1930hrs so staff can take Dinner .

Please advise
Regards
Dhanwant Singh

Dear Sir,

Good Day
Thanks for your support as discussed in meeting Pamir Airways Russian Crew needs Russian Hot Berd Channel so please do the need full for them.

Regards
Ali

Dear Mr. Manoharam

Again we have problem with 2 Treadmill are not working. We are left with only 2 sets of Treadmill machine. Please take this as urgent task

with regards

Mohammad Akram Khan

Sir,

This is to inform you that following rooms cracked ceiling moulding repaired-
1st floor-108,109,113,114,116,126,132,133,139,140,142
2nd floor-211,215,225,226,229,230,241,243,248,249
FYI

Thanks and Regards
Seema

PUBLICATIONS

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2nd Interdisciplinary Tourism Research Conference, Fethiye, Turkey, 2012.

(Presented the paper at the conference and the paper was published in the conference proceedings)

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Mubeena Rahaman did her M.A. in Literature from Osmania University, Hyderabad. She completed her B.A. from from Purvanchal Unversity, Uttar Pradesh. She has also done her diploma in 'Teaching English to Speakers of Other Languages' (TESOL) from Trinity College in Dubai. She has been in the teaching profession since the past thirteen years. She has been working as a faculty member in the English department at BITS Pilani, Dubai Campus since 2004. She has taught English Language Skills, Technical Report Writing and Creative Writing. She has been the Instructor-in-Charge for various courses. She also heads the Public Speaking and Literary Club. She takes keen interest in English as an international language in the global business environment and world English. She took up research in the field of language of business communication.

BRIEF BIOGRAPHY OF THE SUPERVISOR

Dr. Shazi Shah Jabeen earned her M.A., M. Phil. and Ph. D. degrees in Linguistics from Aligarh Muslim University, India. Having more than 20 years of academic and administrative experience, Dr. Shazi has taught a wide range of courses in Linguistics and English Language at undergraduate and postgraduate levels both in India and abroad.

Dr. Shazi Shah Jabeen started her teaching career at Aligarh Muslim University where she taught for more than five years. In U.A.E., she has taught for more than twelve years at reputed universities and institutes. She was the founding Coordinator cum Faculty at English Language Institute governed by the Creek Park Institute, Dubai. Later she also taught at Al Ghurair University, Dubai and MAHE Manipal Academy, Dubai. She is presently working as a Head of the Department of Humanities and Social Sciences and is Associate Professor of English at BITS Pilani, Dubai Campus. She is also the Instructor-in-Charge of Study Oriented Project. In addition to teaching courses related to English Language, Technical and Business Communication at BITS Pilani, Dubai Campus, she has designed, developed and taught the course *Gulf History and Culture*. She has also conducted coaching classes in TOEFL for the freshmen. Besides being the Editor-in-Chief of @*bitsduabi* and *Perspectives@bitsdubai*, the Institute's newsletter and students' journal respectively, Dr. Shazi is an active member of Dubai Campus Branding and Communication Committee. She is also a member of various professional bodies including Association for Computational Linguistics, MIT, Massachusetts, USA and TESOL Arabia.