

The effect of culture dimension in digitalization era on the complaint behavior in hotel industry**Ni Made Dwi Wahyuni^a, I Made Wardana^a, Ni Nyoman Kerti Yasa^a, Putu Gde Sukaatmadja^a and Made Setini^{a*}**^a*Department of Management Faculty of Economics and Business, Udayana University, Bali, Indonesia***CHRONICLE****ABSTRACT***Article history:*

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To conduct business in the global market in the era of digitalization, hotels need to pay more attention to the complaint behavior of guests with different cultures to adjust their methods of handling these complaints. The purpose of this study is to analyze the influence of Hofstede's five cultural dimensions on the complaint behavior of guests. This study also offers strategic solutions for hoteliers in facing various kinds of complaint behavior from guests with different cultures. This research was conducted on tourists who have stayed in five-star hotels in Badung Regency – Bali, with a total sample of 110 respondents. The data were collected through questionnaires. The data analysis was performed using the structural equation model (SEM) with the partial least square (PLS) approach. The results of this study indicate that the power distance cultural dimension has a significant influence on public action and private action. Uncertainty avoidance, individualism versus collectivism, and long term versus short term orientation dimension have a significant influence on public action and private action. The culture of masculinity versus femininity has a significant influence on private action and no action.

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1. Introduction

The high competition in the hotel industry in Bali can be seen from the fluctuate occupancy rate of hotel rooms in Bali from 2014 to 2019. To survive in this competition, the top management of every hotel in Bali must certainly have their respective strategies to improve or at least maintain their position. The role of modern marketing development is to change the perspective of management from a product-oriented perspective to a market and customer-oriented perspective (Varinli, 2012). The quality of services provided by hotels and the way hotel management handles or responds to guest complaints are important factors that influence guest's decision when they choose a hotel. Through good service quality, there will be more loyal tourists who will recommend the business to others, providing an opportunity for the firm to attain new customers, which eventually has a direct impact on marketing and sales (Kitapchi & Dortyol, 2009; Choi & Choi, 2014). However, the dissatisfaction and complaints from guests seem inevitable in the hotel industry even though the hotel has provided its best service to these guests (Varela-Neira et al., 2010; Hui et al., 2011; Gruber et al., 2011). The services provided by the hotel are perceived differently by different guests (LiYin, 2010; Kim & Chen, 2010). When guests are dissatisfied, they may convey it directly to the service providers, share it with others, or for some reason do not show any reaction when they feel dissatisfied with the services they receive. Successful handling of guest complaints can significantly affect the financial performance of a hotel (Mayser & Von, 2012; Chuang et al., 2012; Knox & Van, 2014). These complaints provide an opportunity for the hotels to make improvements, which is expected to strengthen guest loyalty and stimulate positive word of mouth (McQuilken & Robertson, 2011; Park et al., 2014). Therefore, it is important for the management to identify the factors that cause the

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complaints (Varela-Neira et al., 2010; Tronvoll, 2011; Gruber et al., 2011; Kim & Boo, 2011) and also understand in more depth about the character of guests with different culture, to find the right solution to solve the issue (Tronvoll, 2011; Fan et al., 2018). Culture has been shown to influence the behavior of guests in many ways, including their attitudes and perceptions (De Mooij & Hofstede, 2011), their attributions to product or service failures (Vaerenbergh et al., 2014), and their responses to marketing efforts (Petersen et al., 2015). Culture has also been proven to have an impact on the complaint behavior of guests and recovery outcomes of service failures (Baker et al., 2013), which in turn affect guest retention, market share and profitability (Cambra-Fierro et al., 2015). Therefore, it is important for the hotel management to study how culture influences the complaint behavior of guests, in order to take the right corrective action to improve the service quality perceived by the guests and maintain the hotel's competitiveness (Park et al., 2014). In the current global market, hoteliers must pay more attention to the complaint behavior of guests from different cultures to adjust their methods of handling these complaint behaviors. This research focuses on the influence of the Hofstede's five cultural dimensions, namely power distance, uncertainty avoidance, individualism versus collectivism, long term versus short term orientation, and masculinity versus femininity on the complaint behavior of guests who have stayed in five-star hotels in Badung Regency - Bali.

2. Literature Review

2.1 Cultural dimensions

Culture can be defined as the collective perspective and components that guide an individual or members of a society (Ansah, 2015). Culture is a complex structure which includes the general actions and responses, typical cognition (belief), and behavioral model in a society or country (Kassim & Abdullah, 2010). Meanwhile, Hofstede (2001) defined the concept of culture as the collective programming of the mind that differentiates one group from another. Hofstede analyzed the cultures of several nations and grouped them into several dimensions, namely power distance, uncertainty avoidance, individualism versus collectivism, long term versus short term orientation, masculinity versus femininity.

2.2 Power distance

The level of inequality in a society or organization. This dimension is also defined as the extent to which less powerful members of the society expect and accept the unequal distribution of power.

2.3 Uncertainty avoidance

The extent to which individuals in a society tolerate future and progression uncertainties. This dimension illustrates the extent to which people try to overcome the feelings of anxiety and reduce the uncertainty they face.

2.4 Individualism versus collectivism

The extent to which people focus on themselves or their group, as well as the level of individual independence in an organization or society. Individualism versus collectivity refers to the degree individuals are integrated in their groups.

2.5 Long term versus short term orientation

In societies, the time orientation may either be long term-oriented or short term-oriented. Long-term oriented societies encourage reward-oriented pragmatic values, including persistence, savings, and adaptive capacity. Societies that has a short-term orientation dimension emphasize on values related to the past and present, which include stability, respect for traditions, maintain public appearance, and fulfill social obligations.

2.6 Masculinity versus femininity

This dimension emphasizes on the value of gender differences in the society or the distribution of emotional roles between different genders. The masculinity dimension contains the values of competitiveness, assertiveness, materialism, ambition and power. The femininity dimension places more value on relationships and quality of life.

2.7 Complaint behavior

Customer complaint is defined as the reaction of customers due to their dissatisfaction (Ekiz et al., 2011), or their expression due to unexpected situations during the purchase and consumption of the services or goods (Kilic & Ok, 2012). Chelmski and Coulter (2011) defined customer dissatisfaction as the result of the difference between expected and actual performance. Complaint behavior is classified into several attitudes, namely public action, private action and no action (Ngai et al., 2007).

2.8 Public action

Public action is essentially the action of customers when they want others to be aware of their dissatisfaction. These actions include complaints to the company, request compensations from the company, complaints to the agents, and taking legal actions (Phau & Baird, 2008; Emir, 2011).

2.9 Private action

The private actions of customers include changing products, sharing negative word of mouth, warn family and friends, and boycott the stores (Ergun & Kitapchi, 2018; Gruber et al., 2011).

2.10 No action

There are also dissatisfied customers who do nothing to vent out these negative feelings because the seller does not try to solve the problems experienced by the customers (Jahandideh et al., 2014; Ro & Matilla, 2015). Customers can choose not to do anything because they don't know how to complain, they think that no one will listen to their complaints, they feel that their complaints will not produce favorable results, or the cost of complaining is too high that consumers choose not to do anything and forget about their unsatisfactory experiences (Ekiz & Au, 2011; Emir, 2011).

3. Hypothesis and Conceptual Framework

The conceptual framework of this study is displayed in the following figure.

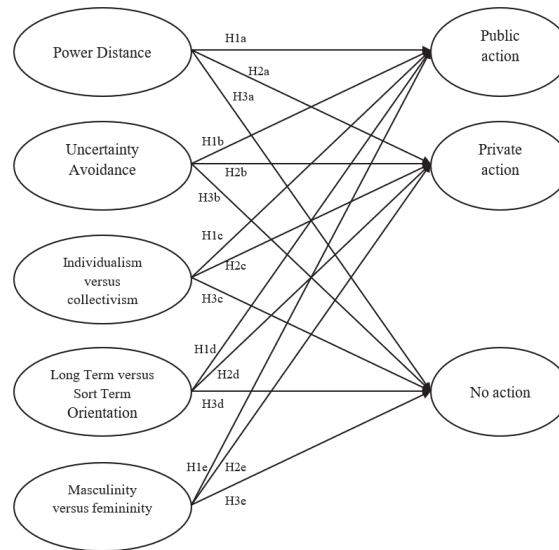


Fig. 1. Conceptual framework

The influence of power distance on complaint behavior

Customers with different cultures have different ways of conveying their dissatisfaction with the service they receive. Individuals in a culture with a greater degree power distance have higher expectations of the service providers and will feel more satisfied if they receive an apology directly from the higher-level management involved in the improvement of the service (Franke and Nadler, 2008; Ergun and Kitapchi, 2018). Another study showed that customers with a high-power distance culture are less likely to report their dissatisfaction directly to hotel management (Ngai et al., 2007). People with this high-power distance culture are more likely to actively share information about their dissatisfaction through online word of mouth (Goodrich and De Mooij, 2013). The research conducted by Tsoukatos and Rand (2007) revealed that individuals with high power distance culture do not take action when they experience dissatisfaction with the services they receive. Based on the discussions above, the research hypotheses are as follows.

- H1a : Power distance has a significant influence on public action.
- H2a : Power distance has a significant influence on private action.
- H3a : Power distance has a significant influence on no action.

The influence of uncertainty avoidance on complaint behavior

The tendency of customers to make a private action when they receive low quality services is higher in the culture of high uncertainty avoidance, compared to people with a culture of low uncertainty avoidance (De Matos and Leis, 2013). Customers with this culture are also more likely to share information about their dissatisfaction through negative word of mouth and then leave the hotel (Ergun & Kitapchi, 2018). However, Swanson et al. (2011) found that high uncertainty avoidance culture has a significant influence on public action complaint behavior. Based on this discussion, the hypotheses formulated is as follows.

- H1b : Uncertainty avoidance has a significant influence on public action.
- H2b : Uncertainty avoidance has a significant influence on private action.
- H3b : Uncertainty avoidance has a significant influence on no action.

The influence of individualism versus collectivism on complaint behavior

Customers with individualist culture were found to prefer public actions, while those with collectivist cultures have a greater tendency to take private actions (Kitapci & Dortyol, 2009; De Mooij & Hofstede, 2011; Chapa et al., 2014). People with collectivism-oriented cultures also tend to develop collectivist mechanisms, rather than following individualistic ways to protect themselves from perceived risks (Baker et al., 2013). In contrast, the research conducted by Swanson et al. (2011) revealed that collectivist individuals are more likely to take public actions when they receive dissatisfying services. According to Park et al. (2014), individuals with a collectivist culture have a tendency to take both public and private actions. Based on these reviews, the hypotheses are as follows.

- H1c : Individualism versus collectivism has a significant influence on public action.
- H2c : Individualism versus collectivism has a significant influence on private action.
- H3c : Individualism versus collectivism has a significant influence on no action.

The influence of long term versus short term orientation on complaint behavior

People with a long-term orientation culture tend to tolerate uncertainty, and act in a more constructive way when they receive poor services. According to Dortyol (2014) in Ergun and Kitapchi (2018), when individuals have a higher degree of long-term orientation, they have a greater participation in word of mouth and tend to take personal actions when they receive unsatisfactory services. However, Swanson et al. (2011) and Ergun and Kitapchi (2018) found no correlation between time orientation culture and complaint behavior. Based on these reviews, the hypotheses are as follows.

- H1d : Long term versus short term orientation has a significant influence on public action.
- H2d : Long term versus short term has a significant influence on private action.
- H3d : Long term versus short term orientation has a significant influence on no action.

The influence of masculinity versus femininity on complaint behavior

The correlation between the cultural dimensions of masculinity versus femininity and complaint behavior were studied by Yuksel et al. (2006) who found that individuals with a more masculine culture would be more comfortable reporting their complaints to hotel management for compensation. However, Swanson et al. (2011) revealed that people with masculine cultures tend to take private actions and share information about their bad experience to others. On the other hand, Ergun and Kitapchi (2018) found that the culture of masculinity and femininity has no effect on complaint behavior. Thus, the hypotheses are as follows.

- H1e : Masculinity versus femininity has a significant influence on public action.
- H2e : Masculinity versus femininity has a significant influence on private action.
- H3e : Masculinity versus femininity has a significant influence on no action.

Research Methodology

The population in this study consists of the guests who have stayed at five-star hotels in Badung Regency - Bali. There were 110 respondents in this study. These respondents are people who were dissatisfied with the five-star hotel services they receive. The data were collected through questionnaire. The questionnaire consists of three sections: first, the characteristics of the respondents based on their demographics; second, statements to identify the cultural dimensions of the respondents, each dimension is measured using three indicators; third, statements to determine the characteristics of the respondent's complaint, in which public action and private action are measured using three indicators, while no action is measured using one indicator. The statement items are measured using the Likert scale, in which 1 is strongly disagree and 5 is strongly agree. The validity and reliability of the research instruments were tested. The model was analyzed using the structural equation model (SEM) with the partial least square (PLS) which is a variance based or component based approach.

Data Analysis

Characteristics of respondents

The majority of respondents are 18 to 28 years old with a percentage of 70 percent, 20 percent are 29 to 39 years old, 6.4 percent are 40 to 50 years old, 2.7 percent are 51 to 61 years old, and 0.9 percent of the respondents are over 61 years old in age. In terms of their gender 48.2 percent of the respondents are male and 51.8 percent are female.

Based on their citizenship, respondents from the United Kingdom account for the largest number at 10.9 percent, followed by respondents with Indonesian citizenship at 7.3 percent. Respondents from the Netherlands, Japan and Germany are equal in number, each are 6.4 percent of all the respondents. 5.5 percent are from Australia, both Greece and China accounted for 4.5 percent each, while 3.6 percent are from the United States. The respondents from Malaysia, Singapore, India, Korea and

Poland are equal in number, each at 2.7 percent. Those from Latvia, Morocco, Bulgaria, France, Albania, Hungary, Vietnam, Africa South, Denmark, and Sweden are also equal in number, each at 1.8 percent and finally Norway, Portugal, Ireland, Lithuania, Austria, Malta, Thailand, Turkey, Nepal, Ukraine, Israel, Egypt, Russia, and the Philippines, each account for 0.9 percent of the total respondents.

Most of the respondents have an undergraduate degree as their latest education level, with a total percentage of 50.9 percent. 35.5 percent of the respondents have a master's degree, 10 percent graduated from high school as their latest education level, and 3.6 percent of the respondents have a doctorate degree as their last education level.

Descriptive Analysis of Variables

The descriptive analysis was conducted to determine the characteristics and responses of respondents to each statement. All variables are described using mean values. The category for each variable is determined using the following criteria ranges.

1.00 - 1.79 = very low 1.80 - 2.59 = low 2.60 - 3.39 = quite high 3.40 - 4.19 = high 4.20 - 5.00 = very high

Table 1
Descriptive Statistics Analysis Results

Variable	Mean	Variable	Mean
Power Distance (X1)	2.22	Masculinity vs. Femininity (X5)	2.25
Uncertainty avoidance (X2)	2.51	Public action (Y1)	2.39
Individualism vs. Collectivism (X3)	2.27	Private action (Y2)	2.35
Long term vs. Short term Orientation (X4)	2.36	No action (Y3)	3.77

Based on the data in Table 1, the average value of each variable is as follows: 1. power distance's (X1) average is 2.22, which means that in average the respondents have a low power distance culture; 2. Uncertainty avoidance (X2) has an average of 2.51, which means that in average the respondents have low uncertainty avoidance culture; 3. Individualism vs collectivism (X3) has an average of 2.27 and the statements in the questionnaire for this variable are collectivism-oriented, which means that in average the respondents have an individualist culture; 4. Long term vs short term orientation (X4) has an average of 2.36, which means that the respondents in average have a short term orientation culture; 5. Masculinity vs femininity's (X5) average is 2.25, which means that the respondents in average have a feminine culture; 6. Public action's (Y1) average is 2.39, which means that in average the respondents have a low tendency to take public action; 7. Private action's (Y2) average is 2.35, which means that on average the respondents have a low tendency to take private action; 8. No action (Y3) has an average of 3.77, which means that the respondents in average have a high tendency to take no action.

Outer Model Evaluation

Convergent validity test

The convergent validity can be verified based on the average variance extracted (AVE) value of each variable. In this study, the AVE values of all the variables are greater than 0.5. This means that all the variables have fulfilled the convergent validity requirement.

Table 2
Average Variance Extracted (AVE)

Variable	AVE	Variable	AVE
Power Distance (X1)	0.941	Masculinity vs. Femininity (X5)	0.946
Uncertainty avoidance (X2)	0.905	Public action (Y1)	0.930
Individualism vs. Collectivism (X3)	0.924	Private action (Y2)	0.911
Long term vs. Short term Orientation (X4)	0.909	No action (Y3)	1.000

Discriminant validity test

Table 3
Discriminant Validity

Variable	X1	X2	X3	X4	X5	Y1	Y2	Y3
Power distance (X1)	0.970							
Uncertainty avoidance (X2)	0.821	0.951						
Individualism versus collectivism (X3)	0.767	0.803	0.961					
Long term versus short term orientation (X4)	0.710	0.754	0.689	0.953				
Masculinity versus femininity (X5)	0.844	0.871	0.802	0.745	0.973			
Public action (Y1)	0.862	0.897	0.869	0.789	0.883	0.964		
Private action (Y2)	0.863	0.902	0.854	0.806	0.905	0.925	0.955	
No action (Y3)	-0.879	-0.881	-0.858	-0.770	-0.909	-0.934	-0.922	1.000

The discriminant validity test examines the reflective indicators based on its cross loading value with the latent variables. In addition to the cross loading value, discriminant validity can also be verified through the comparison of the AVE square root value of each construct with the correlation between the other constructs in the model. Referring to Table 3, the AVE square root value of each variable is greater than the correlation value between the other constructs. Hence, the model has no issues in terms of its discriminant validity.

Composite reliability test

Table 4
Composite Reliability and Cronbach's Alpha Coefficient

Variable	Composite Reliability	Cronbach's Alpha
Power distance (X1)	0.980	0.969
Uncertainty avoidance (X2)	0.966	0.948
Individualism versus collectivism (X3)	0.973	0.959
Long term versus short term orientation (X4)	0.968	0.950
Masculinity versus femininity (X5)	0.981	0.971
Public action (Y1)	0.975	0.962
Private action (Y2)	0.969	0.951
No action (Y3)	1,000	1,000

Table 4 shows that the composite reliability coefficient value of each variable is greater than 0.70. Thus, all the variables in this study have a good level of reliability.

Inner Model Evaluation

R-square (R2)

The R2 value shows the strength of the influence of the exogenous variables on the endogenous variables. The R-square value in this study shows that the dependent variables are strongly influenced by the independent variables examined in this study.

Table 5
The R-square (R2) Value of the Endogenous Variable

Variable	R-Square	
	Value	Criteria
Public action (Y1)	0.897	Very Strong
Private action (Y2)	0.907	Very Strong
No action (Y3)	0,900	Very strong

Q-square (Q2)

The Q-square (predictive relevance) is calculated to measure how well the model's estimated value compares with the actual observation. The Q-square value is greater than 0, therefore the model is deemed to be able to explain the phenomenon of the dependent variable with an explanatory power equal to the Q2 value.

$$Q2 = 1 - (1 - R21) (1 - R22) (1 - R23) = 1 - (1 - 0.897) (1 - 0.907) (1 - 0.900) = 0.999 \text{ or } 99.9\%$$

The Q-square (predictive relevance) value, based on the calculations, is 0.999 or 99.9%. This means that 99.9% of the changes or variations in the dependent variable is explained by the variables examined in this study. Based on the calculation of the R2 and Q2 value, the analysis can be continued on to the next step.

Hypothesis Test

The relationship between variables is deemed to be significant if the P-value is less than an alpha of 0.05 or the t-statistic value is greater than t-table 1.96. The relationship is deemed to be positive if the path coefficient shows a positive value. Based on the hypothesis test, power distance significantly influences public action, therefore H1a accepted. The relationship between power distance and public action is positive, in which respondents with a high power distance culture tend to take public action. Power distance is found to have a significant influence on private action, thus H2a is accepted. The relationship between power distance and private action is positive, in which respondents with a high power distance culture tend to take private action when they experience dissatisfaction. Power distance has an insignificant influence on no action, thus H3a is rejected. Uncertainty avoidance has a significant influence on public action, thus H1b is accepted. The relationship between uncertainty avoidance and public actions is positive, which means that respondents with a high uncertainty avoidance culture tend to take public actions. Uncertainty avoidance has a significant influence on private action, therefore H2b is accepted. The relationship between uncertainty avoidance and private action is positive, which means that respondents with a high uncertainty avoidance culture tend to take private actions. Uncertainty avoidance has an insignificant influence on no action, thus

H3b is rejected. Individualism versus collectivism has a significant influence on public action, therefore H1c is accepted. Based on the relationship between individualism versus collectivism and public action, it can be inferred that respondents with individualist culture tend to take public action. Individualism versus collectivism has a significant influence on private action, thus H2c is accepted. The relationship between individualism versus collectivism and private action is positive, which means that respondents with an individualist culture tend to take private action. Individualism versus collectivism has an insignificant influence on no action, hence H3c is rejected. Long term versus short term orientation has a significant influence on public action, hence H1d is accepted. The relationship between long term versus short term orientation and public action is positive, which means that respondents with a long-term orientation culture tend to take public actions. Long term versus short term orientation has a significant influence on private action, thus H2d is accepted. The relationship between long term versus short term orientation and private action is positive, which means that respondents with a long-term orientation culture tend to take private action. Long term versus short term orientation has an insignificant influence on no action, thus H3d is rejected. Masculinity versus femininity has an insignificant influence on public action, hence H1e is rejected. Masculinity versus femininity has a significant influence on private action, thus H2e is accepted. The relationship between masculinity versus femininity and private action is positive, which means that respondents with a masculine culture are more likely to take private action. Masculinity versus femininity has a significant influence on no action, thus H3e is accepted. The relationship between masculinity versus femininity and no action is negative, which means that respondents with a low masculinity culture (femininity) do not take any action when they experience dissatisfaction.

Table 6
Hypothesis Test Results

Hypothesis	Original Sample (O)	T-Statistics (O / STDEV)	P-Values	Decision
Power distance → public action	0196	2004	0046	Accepted
Power distance → private action	0207	2009	0045	Accepted
Power distance → no action	-0148	1609	0108	Rejected
Uncertainty avoidance → public action no action	0279	2631	0009	Accepted
Uncertainty avoidance → private action	0256	2339	0020	Accepted
Uncertainty avoidance → no action	-0145	1.601	0.110	Rejected
Individualism vs collectivism → public action	-0197	2003	0048	Accepted
Individualism vs collectivism → private action	0202	2638	0009	Accepted
Individualism vs collectivism → no action	-0186	1778	0089	Rejected
Long term vs short term orientation → public action	0136	2721	0007	Accepted
Long term vs short term orientation → private action	0166	2733	0006	Accepted
Long term vs short term orientation → no action	- 0.081	1.763	0.078	Rejected
Masculinity vs femininity → public action	0.145	1.672	0.095	Rejected
Masculinity vs femininity → private action	0262	2274	0023	Accepted
Masculinity vs Femininity → no action	-0321	2704	0007	Accepted

Research Results and Discussion

The influence of power distance on complaint behavior

The power distance culture has a significant influence on public action complaint behavior. This result agrees to Ergun and Kitapchi (2018) who found that a high-power distance culture has a strong correlation with or has a significant influence on public action complaint behavior. Individuals with a high-power distance culture are likely to have higher expectations for the service providers and will feel more satisfied when the higher-level management in the business, directly involved in the improvement of the service, directly apologize to them (Franke & Nadler, 2008; Ergun & Kitapchi., 2018). Patterson et al. (2006) also stated that tourists with high power distance culture prefer to deal directly with the business' high authority people or managers when they experience dissatisfaction. This result also shows that guests with high power distance culture are more likely to take private action when they receive unsatisfactory services from five-star hotels in Badung Regency - Bali. This result is in line with research conducted by Goodrich and Mooij (2013) which revealed that in a high-power distance culture, people are more actively involved in negative word of mouth in online groups than people in low power distance cultures. Similarly, Ngai (2007) stated that Asian tourists with a higher power distance culture have the tendency to not complain to hotel management in conveying their dissatisfaction.

The influence of uncertainty avoidance on complaint behavior

The uncertainty avoidance culture has a significant influence on public action complaint behavior. This result conforms to the findings by Ergun and Kitapchi (2018) in which individuals with a high uncertainty avoidance culture tend to take public action when they are dissatisfied with the services provided by hotels in Antalya - Turkey. Swanson et al. (2011) stated that those from a high uncertainty avoidance culture have a low tolerance for the service failures they receive, and take public action by suing management when they experience unsatisfactory conditions. This study also found that uncertainty avoidance has a significant influence on private action through negative WOM or by directly or indirectly informing their family or relatives about their experience. The tendency of customers to take personal action when they are provided with low quality service is greater when they have a higher degree of uncertainty avoidance culture (De Matos & Leis, 2013). Furthermore,

individuals with a high uncertainty avoidance culture tend to take complaint actions without feeling any embarrassment when they are provided with poor service quality (Wan, 2013; Chapa et al., 2014).

The influence of individualism versus collectivism on complaint behavior

The research result shows that guests with individualistic culture take public action when they feel dissatisfied with the services they receive. Individuals with this individualistic culture tend to be more honest and prefer direct communication for their benefit, which means that they tend to take public action (Ergun and Kitapchi, 2018). When customers with individualistic cultures prefer public action, individuals with collectivist cultures are more likely to take private action (De Mooij and Hofstede, 2011; Wan, 2013; Chapa et al., 2014). The result in this study indicates that respondents with a low individualism culture, or have a collectivist culture, prefer to take private action. Individuals with a collectivist culture are less likely to complain directly to the service providers, because they assume that this will cause them to lose face, making them more likely to express their responses privately than guests from individualistic cultures (Park et al., 2014; Jahandideh et al., 2014). People from collectivism-oriented cultures also tend to develop collectivist mechanisms, rather than following individualistic ways to protect themselves from perceived risks (Baker et al., 2013).

The influence of long term versus short term orientation on complaint behavior

This research found that guests with a long term orientation culture tend to take public action when they receive poor service. Quoting Furrer et al. (2000) in Swanson et al. (2011) stated that individuals with a long term orientation prefer to have a long-term relationships with the service providers. In this culture, their responsibility and empathy are very important to maintain a good relationship with the service providers. In addition, the results in this study show that guests with a long term orientation culture take private action when they are dissatisfied with the five-star hotel's services in Badung Regency - Bali. According to Dortyol (2014) in Ergun and Kitapchi (2018), when individuals have a long term orientation, they are more active in word of mouth. Hence, individuals with a long term orientation culture tend to take private actions when they receive unsatisfactory services.

The influence of masculinity versus femininity on complaint behavior

The results of this study indicate that tourists with a masculine culture take private actions when they convey their dissatisfaction. The results of this study agree with Swanson et al. (2011) who found that respondents with a masculine culture were significantly involved in word of mouth behavior, which also means that those with masculine culture prefer to take private action and inform others about their bad experiences related to the unsatisfactory services, especially to their family. Furthermore, this study also found that tourists with a feminine culture did not take any action (no action) when they were dissatisfied with the services provided by the five-star hotels in Badung Regency - Bali. Swanson et al. (2011) stated that individuals with a feminine culture are very concerned about the quality of life, which can be improved by improving their relationships with other people. Their character which prefers peace and harmony often leads them to solve all problems peacefully.

Implication, Limitation, and Future Studies

Implication

This study explains the phenomenon related to the relationship between culture and tourist complaint behavior. The studies that analyze the influence of the cultural dimensions of time orientation (long term versus short term orientation) and masculinity versus femininity on complaint behavior are still very few, therefore it would be suggestable to include these two cultural dimensions in future studies. The results of this study provide useful insights which can be used as a basis to be considered by hoteliers in facing guests with different cultural characters and different complaint behaviors. Based on the results of this study, public action complaint behaviors are considered easier and faster to resolve compared to private action or no action, as it is easier for the hotels to evaluate the services they have when the guests take public action. However, the most important principle is still to prioritize guest satisfaction, both in terms of service and handling situations.

Limitation and future studies

The research scope is limited to the area of Badung Regency-Bali, therefore the results of this study cannot be used for generalization purpose. Future studies may consider to broaden their research scope by examining a wider variety of firms. This study only analyzed the influence of cultural dimensions on one consumer behavior, namely the complaint behavior. Future studies are therefore encouraged to examine the influence of culture on other consumer behaviors in the same industry.

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