



HUMANISM IN BUSINESS SERIES

# Humanistic Perspectives in Hospitality and Tourism, Volume II

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CSR and Person-Centred Care

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*Edited by*  
Kemi Ogunyemi · Ebele Okoye  
Omowumi Ogunyemi

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# Humanism in Business Series

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Omowumi Ogunyemi  
Editors

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# Foreword

Tourism and Hospitality are the industries that have been hardest hit by the restrictions on travel and distancing due to the Covid crisis of 2020 and 2021. Yet there is no better opportunity to transform an industry that has existed for millenia. These long and deep roots, some of which hark back to much more unequal times have persisted, that do not take into account the impact on the planet of human actions, nor the impact on humans of corporate decisions.

Humanizing an industry, especially one like hospitality requires re-thinking to a greater degree than one book can manage. So, I am glad to see volume 2 and look forward to the continuation of this series, kicking off an entire movement to transform the hospitality industry globally.

This book is an important precondition to that greater re-thinking, this book should become essential reading for all in the industry. I am glad to see it include working examples of how when these things are done, people are happier (both employees and customers and owners/lending institutions). We lack standards and globally applicable ways to measure in this industry, to force us to pay attention to what is

important for the industry to survive, and the people who work in the industry to survive.

Finding ways to measure “resilience” for the hospitality industry to build into global economic crisis, and disasters—will drive to diversifying the portfolio of products and services that the hospitality industry offers—and open up avenues and trails for innovation that look currently like thick jungle or dry deserts, and people are choosing the paths that others have begun, spanning highways or footpaths... sometimes the footpaths of animals can also help us wander around to find new pathways to the destinations we seek.

Finding ways to measure social impact so that customers can make choices of where to go and where to stay based on social impact measures—will also inspire more virtual journey’s so that people can taste, see, feel without having to take a plane. And when they eventually take a plane, they will be much more integrated into the way of living and being in that “distant” or “foreign” place because they will be prepared for how to make the most of that high carbon footprint decision. As chair of the IEEE working group, ICSIM—the Industry Connections Social Impact Measurement—we continue to find ways to compare and measure so communities and industries can share and learn.

Developing alliances and partnerships around the world to drive for this change—no one hotel, no one country, no one group can do it alone—so being able to operate in a networked world, where each player (hotel owners, tourist guide associations, tourist service industries—of which there are many) can see their place and how their individual actions and decisions lead towards a better world in general, and a more humanizing experience for customers and employees, this is a radical shift in perspective that will allow the industry to thrive and flourish in ways that support the thriving and flourishing of the people in the

industry and at the same time being good stewards for the planet that makes our industry and our lives possible, that is the Spaceship Earth.

November 2021

Mei Lin Fung  
People-Centered Internet  
Northern California, USA

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The original version of the book was revised: Incorrect references have been corrected in list for Chapters 3, 4, 7, and 8. The correction to the book is available at [https://doi.org/10.1007/978-3-030-95585-4\\_16](https://doi.org/10.1007/978-3-030-95585-4_16)

# Acknowledgements

The idea of writing a book that would showcase the richness of the contributions of hospitality and tourism to human flourishing came to light during a seminar for lecturers in the humanities. The project seemed daunting, partly because the project required a deep knowledge of the practices within the industry and at the same time a rigorous exploration of philosophical and humanistic roots of the practices presented in a way that make it easy to appreciate the work of professionals in the field and their contributions to societal growth. The process of getting experienced authors from around the globe required the collaboration of many people and we thank everyone whose contributions and suggestions made it possible to arrive at this point in the project. It would be impossible to give a comprehensive list of everyone's contribution but we would like to highlight some.

We would like to thank all the lecturers who were present at the inception for the book for their ideas and for the support that they gave to all the contributors during the various phases of the writing project. We thank all those who reviewed the texts and gave suggestions to the authors thus enriching the work from many perspectives. Many of the

authors reached out to professionals in the field who shared their experiences and helped to contact more people in the field and we thank them for their generosity in sharing their knowledge and time.

Gratitude is due to all the contributors for the in-depth research and their efforts to enrich the reader's knowledge with their work. Indeed, a lot of hard work and dedication goes into every good quality academic work and all the effort to work with the editors at attaining optimal result are highly appreciated. It is important to thank the families of all the contributors and all those who supported them during the process of working on the drafts.

The work of those who cared for the authors, editors, and everyone involved in the project, as they worked on the project is part of the hidden service contributing to human development which the book series highlights.

We would like to thank the publishers for their recognition of the importance of the contents of the book to human development and their interest in seeing that the project reaches all those who can benefit from the knowledge the books contain.

Special thanks go to the editors whose encouragement, tenacity, and belief in the project kept everyone going throughout the project, in the smooth and rough patches. The timely feedback and positive feedback given to contributors helped to guide the work and ensure that the work truly achieves its purpose and can be a tool for promoting excellence in practices within the hospitality and tourism industries.

As one will discover on reading the book, there are often many people whose hidden work within the production phase of many products goes unnoticed. Often, those people are not the first who come to mind when reflecting on the indispensable contribution to success but we would like to specially thank all those whose dedication and service to the production phase of this book made the final versions possible.

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# 1

## CSR and Person-Centred Care in Hospitality and Tourism

Ebele Okoye and Omowumi Ogunyemi



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## 1 Introduction

Hospitality commonly refers to the friendly, generous, and warm welcoming of strangers, relatives, guests. The above description of hospitality implies that the guest is away from home, surrounded by strangers and yet feels very much at home. It also denotes the business of taking care of clients, customers, or other official visitors. Hospitality has its roots in ancient history and the meaning of hospitality has not changed since then, even though there are a variety of contexts within which it is practised. Indeed, even in ancient times when travelling was a lot more complicated, strangers would arrive in a foreign land and rely on the kindness of a local to seek shelter. Inns and taverns were developed in Europe during the age of pilgrimage and the development of trade routes throughout the continent. It was not until the eighteenth century that the idea of a hotel built solely for hosting guests appeared. With technological advancement that brought about faster and more reliable modes of travel, the need for accommodation has led to unprecedented growth in the hospitality sector. The prospects of space travel for tourism points to a possibility for more contexts for the practice of hospitality.

To understand hospitality more, it is useful to look at the word itself. The word “hospitality” comes from the Latin word “*hospes*”, which means “host”. It refers essentially to the relationship between a host and a guest. Considering the rate of influx of strangers to foreign lands, hospitality is an important aspect of human relationships. It is an indispensable tool for a successful and peaceful co-existence among humans. It simply means that we need to look at hospitality from a humanistic perspective since it is a human quality. A perspective that focuses on the human person as a free being endowed with intelligence and will, capable of making choices and self-actualisation. Most of the discussion in the current series is based on this affirmation. In fact, the interactions of humans with themselves and with the environment need to be guided by humanism in order to protect the interests of all stakeholders.

Hospitality is a human quality; nevertheless, it may have different expressions in different cultures. Over the years, due to its importance, hospitality has grown to be one of the most profitable industries globally. It has gradually become one of the largest and most diverse industries,

employing hundreds of millions spread over different sectors. With the huge growth in the industry, together with its importance in the lives of humans, it needs a strong basis on which to anchor. One can sometimes feel a kind of tension between the drive to amass wealth, considering that hospitality is a lucrative industry and the initial compassion to care for another human be it a stranger, refugee, or guest. Indeed, hospitality transcends the financial negotiations as the industry offers a direct service to humanity. Based on the identity of humans as social beings, it is not surprising that there are calls for professionals in all fields, including the hospitality sector, to ensure that their work promotes fulfilment of other people around the places where they work and to work in such a way that their activities, safeguard resources that should be available for future generations.

## 2 Hospitality: A Person-Centred Approach

These days, there is a lot of conversation on corporations doing good and doing well. In other words, corporations are expected to be dedicated to serving the interest of stakeholders while simultaneously making profits. This work proposes that an optimal framework to achieve the necessary balance between profits and care of people and the environment should be person-centred, orientated towards fulfilment and human flourishing.

These book volumes contribute to the discussion in the hospitality and tourism industry from a person-centred perspective, since a humanistic perspective is a firm foundation for these industries. Such an approach will ensure the protection of the stakeholders while at the same time promoting the industry. Both the first and second volumes of the book, take on various topics in the discussion that helps one take a closer look at the humanistic themes in hospitality. Both synthesise core anthropological and historical aspects that lead to a better understanding of the industry, in scope and depth.

For anyone involved in the field of hospitality, the wealth of information provided in the book is a key to success. The richness of both volumes is also derived from the contributing authors who are drawn

from among professionals in humanism and hospitality, some of them with over twenty years of industry experience.

The first volume explored in detail the anthropological foundations of hospitality and tourism while setting the foundational principles that will act as a background for the discussion in the entire series. The philosophical principles in the very first chapter of that volume have a lot of practical implications and these implications are explored throughout the volumes. An important topic under humanistic perspectives is the issue of self-fulfilment. The first volume was very concise in addressing the question of work as it pertains to the industry and how to find fulfilment through work done in the field of hospitality.

As mentioned earlier professionals in the industry need a deep understanding of the human person since the core business in hospitality involves people and interpersonal relations. Therefore, they must acquire an enriched view of the human person in the context of the industry. This understanding should be in such a way that they understand human needs and the benefits of the industry in fulfilling those needs. In the first volume, apart from the anthropological principles in hospitality, a good portion was dedicated to humanism and humanistic management in hospitality and tourism, from a personal dimension, exploring aspects of human dignity and how the industry, while respecting this dignity, contributes to human flourishing.

The second volume builds on the knowledge provided in the first. After exploring the personal dimension of hospitality, the second volume explores hospitality from a viewpoint, which goes beyond the individual. Topics like sustainability, CSR models, service, internal and external customers, COVID recovery strategies for the industry, etc., are now taken up in this current volume. Here, we find the practitioner in dialogue with people with whom they may not relate with directly.

In this volume, we have followed the same aim as the previous one, which is to bring together hospitality professionals and other professionals to have an enriching discussion on various topics that are covered under humanism as it pertains to hospitality. We have not only achieved this, but we have also been able to get authors from very different countries, thereby giving the conversations a more global perspective and a wider reach.

## 2.1 Hospitality in Culture

In the current volume, we have interesting aspects of history, which helps us discover the aged traditions of hospitality, that is as old as man. Truly hospitality is perennial, and it has universal manifestation as shown from the historical analysis. Historically, hospitality began in 15,000BC in the Lascaux cave in France which developed to accommodate members of other tribes who were away from home. In classical antiquity, the Greek and Roman spas were popular for those seeking rest and relaxation. The current volume explores the history of hospitality in various regions in Nigeria, which affirms that indigenous hospitality is also perennial and it is part of the social dimension of the human person. Through the lens of history, one readily appreciates the various ways the industry has evolved. Though it has continued to grow to the extent that it has become a major source of revenue to the world economy, the key elements are still the same. Man is a social being and so he must move around, and he will find himself in search of a home away from home, entertainment, etc. It is no wonder that, globally, hospitality is the fastest growing industry, and it ranks highest in job creation and employment of labour.

## 2.2 Hospitality as Service

Since the concept of hospitality implies service, this volume has a chapter dedicated to the theory of service. While hospitality may involve service, hospitality and service are two different concepts. Service is defined as the action of helping or doing work for someone, while hospitality refers more to the emotional connection one makes with the customers. The latter definition is the true meaning of service as shown in the third chapter of the second volume. It explains the theory of service and the philosophical basis of service. Serving others is an intrinsic human dimension and it enriches both the one serving and the one that receives the service. A service is a form of gift to the other. It is true self-giving, and it is comparable to giving the other person a gift, the only difference in the case of service is that what is given is intangible, whereas a gift many times refers to a tangible item.

For customer service delivery, the humanistic perspectives discussed in this volume are indispensable as a foundation for person-centred service delivery. Since service is not the same as hospitality, the volume shows that hospitality because it connects emotionally with the guest is that true self-giving, which in the final analysis is service par excellence. The volume also explores the aspect of “receiving as a gift”. Customers, guests, and clients also have to receive this gift of self humanely. Feedback and recommendations should be given as a way of showing appreciation for a kind service received. Any negative feedback should be given in a way that respects the host and respects the dignity of a person.

True service involves leadership. The hospitality professionals through their desire to serve and care for the needs of their guests are true leaders. A good professional in this field must possess a good self-leadership which is an important part of effective servant leadership. It is an important prerequisite for consistently providing quality services to others. They constantly remind the rest of mankind of our humanity through their service carried out with an untiring, cheerful, and hospitable attitude. This can be very demanding, for this reason, the third chapter of the volume explores a few leadership qualities needed by hospitality professionals which enable them to carry out their duty effectively.

Customer service is key in hospitality and tourism since customer interactions are a core component of all the operations in most areas of the industry such as hotels, restaurants, bars, resorts, parks, and tourist destinations. Customer service affects sales and customer retention rates. The RATER method is discussed in the current volume as an effective tool to measure the quality of customer service delivery. Using this tool to measure the service quality is priceless as, nowadays, guests expect to be recognised and treated as individuals. Many establishments are going the extra mile to give personalised service delivery to their guests. Understanding the RATER model and how it works helps to modify the parameters to meet the needs of each client.

## 2.3 Hospitality Professionals and Professionalism

Guest experience is becoming more significant within the hospitality industry and research has shown that the involvement of front-line employees is important to the guest experience. Generally, people fail to realise that both service delivery and guest experience cannot be relegated to only the front-line personnel. Internal customer service, which includes both the front-line staff and those “behind the scenes”, on which the front-line ones depend, must be included in the conversation when discussing customer service delivery. The humanistic management approach demands that employees are not seen merely as economic assets valued primarily according to the profit they make for the organisation. Since hospitality professionals are persons and persons must not be used as objects, managing human resources must be person-orientated. This idea is highlighted in the discussions on the internal customers.

A humanistic workplace actively creates an ambience for personal development and individual flourishing. All the employees in such an environment feel trusted, find it easier to innovate, and remain motivated. This is a more sustainable way of ensuring quality service delivery. Another way of ensuring quality customer service delivery and invariable high customer retention rate is when all the employees share the vision of the organisation. With an enabling environment for human flourishing, the internal customer relationships and service delivery yield the desired result in the external customer services.

In order to overcome the current challenge—which is not peculiar to only the hospitality industry—of hiring and retaining qualified staff, a good grasp on key humanistic management principles is necessary for overcoming this challenge. The “360 degrees” consideration of the internal customer relationship, which has to do with communication with bosses, colleagues, and subordinates, is part of the communication skills that are needed in any organisation for smooth operations. Suggestions on how to achieve excellent internal communication form part of the resources in this volume. Other aspects like respecting the dignity of the internal customer, handling power, soft skills, and the general

work environment are also important aspects of the humanistic perspectives considered in the current volume. The external customers were also discussed. Who they are? What are their needs? What is the role of hospitality in enabling them to flourish? What is the role of hospitality in their lives and to society at large? What is the importance of the internal customers for the external customers? etc.

People each day are more sensitive to environmental issues. Nowadays, consumers know when an organisation is committed to a sustainable approach in manufacturing and service delivery. Consumer decision to patronise one product or the other could be influenced by how the organisation handles issues on sustainability. For instance, if the organisation avoids disposables, reduces, or even eliminates unnecessary paper consumption, conserves energy, reduces food wastage, etc. Hospitality management level policies and decisions are more and more shaped by these environmental and ethical considerations. Other issues on sustainability include simple questions like if the organisation uses eco-friendly appliances and switches, replaces toiletries with locally sourced ones, chooses ethically produced bedsheets made from organic materials and if it reduces energy consumption by using smart bulbs etc.

## **2.4 Hospitality: A Sustainable Approach**

Sustainability is a topic of concern to many scholars, governments, and non-governmental organisations today. Tourism and the hospitality practices involved in it can influence the future of the planet in relation to the way we manage resources. It is therefore impossible to omit such an important subject in this work. Sustainability is important not just because it saves money by plugging wastage and reducing expenditure, but also because it saves our planet. There is no industry today that is not renovating towards a more sustainable and less wasteful culture. The hospitality industry cannot be left behind when it comes to sustainability. As part of this volume, there is a whole chapter dedicated to sustainability which recommends principles that will aid the industry to do good and do well at the same time. Indeed, there is an increasing need for businesses to see environmental sustainability and other aspects