

OTDK-dolgozat

2023

PANNON EGYETEM
GAZDASÁGTUDOMÁNYI KAR



A KULTURÁLIS SOKSZÍNŰSÉG KEZELÉSÉNEK LEHETŐSÉGEI
A SZÁLLODAIPARBAN

A szállodák vendégei és alkalmazottai közötti interkulturális érintkezés lebonyolítása és fejlesztése

CULTURAL DIVERSITY MANAGEMENT IN THE HOTEL
INDUSTRY

How to manage and improve the intercultural interactions between guests and hotel employees

Rédei Enikő

Konzulens: Hiezl Kitti

Kézirat lezárásának dátuma: 2020.06.15.

CONTENTS

INTRODUCTION	1
1. CULTURE AND CULTURAL DIFFERENCES	3
1.1. THE DEFINITION OF CULTURE	4
1.2. THE TYPES OF CULTURES	6
1.3. CULTURAL DIFFERENCES	7
1.3.1. <i>Cultural differences in tourism</i>	7
1.3.2. <i>The solution of cultural diversity: acceptance</i>	8
1.3.3. <i>Competitive advantage built on cultural diversity</i>	9
1.4. RESEARCH QUESTIONS AND HYPOTHESES	11
1.5. A QUANTITATIVE RESEARCH.....	12
2. METHODOLOGY AND DATA ANALYSIS.....	13
2.1. HOFSTEDE'S CULTURAL DIMENSIONS	13
2.2. THE INGLEHART-WELZER CULTURAL MAP OF THE WORLD.....	13
2.3. THE DATA OF THE HUNGARIAN CENTRAL STATISTICAL OFFICE	15
2.4. DATA ANALYSIS WITH THE HELP OF THE PREVIOUSLY DESCRIBED METHODS.....	19
2.4.1. <i>Hofstede's cultural dimensions</i>	20
2.4.1.1. <i>Power distance</i>	20
2.4.1.2. <i>Individualism</i>	20
2.4.1.3. <i>Masculinity</i>	20
2.4.1.4. <i>Uncertainty avoidance</i>	20
2.4.1.5. <i>Long term orientation</i>	21
2.4.1.6. <i>Indulgence</i>	21
2.4.2. <i>Catholic Europe</i>	21
2.4.3. <i>English speaking countries</i>	23
2.4.4. <i>Protestant Europe</i>	25
2.4.5. <i>Orthodox Europe</i>	26
2.4.6. <i>Confucian countries</i>	28
2.4.7. <i>West & South Asia</i>	29
2.4.8. <i>African-Islamic countries</i>	31
2.4.9. <i>Latin America</i>	32
3. STUDY ON CULTURAL DIFFERENCES IN TOURISM.....	34
3.1. SURVEY FOR HOTEL GUESTS	34
3.2. SURVEY FOR HOTEL WORKERS.....	35
3.3. SURVEY RESULTS DATA AND ANALYSIS.....	36
3.3.1. <i>Results of the survey for hotel guests</i>	37
3.3.2. <i>Results of the survey for hotel workers</i>	46
CONCLUSION	59
REFERENCES	
APPENDICES	

LIST OF FIGURES

Figure 1.: Levels of culture (own edition, based on Reisinger, 2009. p. 100.)	5
Figure 2.: Inglehart–Welzel cultural map of the world, 2020 (worldvaluessurvey.org)	14
Figure 3.: International tourism nights spent at Hungarian commercial accommodation establishments by type, 2016-2019 (own edition, based on the data of the Hungarian Central Statistical Office).....	15
Figure 4.: International tourism nights spent in hotels and similar establishments of the main touristic regions of Hungary, 2016-2019 (own edition, based on the data of the Hungarian Central Statistical Office)	16
Figure 5.: International tourism nights spent in hotels and similar establishments of Budapest and the Central Danubian Region, by months, 2016-2019) own edition, based on the data of the Hungarian Central Statistical Office.....	17
Figure 6.: The average number of international tourism nights spent in hotels and similar establishments of Budapest and the Central Danube Region, by countries, 2016-2019 (own edition, based on the data of the Hungarian Central Statistical Office)	18
Figure 7.: The shares of the cultural clusters described by Inglehart and Welzel in the number of international tourism nights spent in the hotels and similar establishments of Budapest and the Central Danube Region, based on the average numbers of the time period of 2016-2019 (own edition, based on the data of the Hungarian Central Statistical Office)	19
Figure 8.: Illustration of the cultural differences between Hungary and Italy, Spain and France, with the numerical measures of the six-dimension Hofstede model (own edition, based on the numerical data of hofstede-insights.com)	22
Figure 9.: Illustration of the cultural differences between Hungary and the United Kingdom, United States of America and Canada, with the numerical measures of the six-dimension Hofstede model (own edition, based on the numerical data of hofstede-insights.com)	24
Figure 10.: Illustration of the cultural differences between Hungary and Germany, Sweden and The Netherlands, with the numerical measures of the six-dimension Hofstede model (own edition, based on the numerical data of hofstede-insights.com)	25
Figure 11.: Illustration of the cultural differences between Hungary, Russia, Romania and Ukraine, with the numerical measures of the six-dimension Hofstede model (own edition, based on the numerical data of hofstede-insights.com)	27
Figure 12.: Illustration of the cultural differences between Hungary, China, Japan and the Republic of Korea with the numerical measures of the six-dimension Hofstede model (own edition, based on the numerical data of hofstede-insights.com)	28

Figure 13.: Illustration of the cultural differences between Hungary, Israel and South Africa, with the numerical measures of the six-dimension Hofstede model (own edition, based on the numerical data of hofstede-insights.com)	30
Figure 14.: Illustration of the cultural differences between Hungary, Turkey and India, with the numerical measures of the six-dimension Hofstede model (own edition, based on the numerical data of hofstede-insights.com)	31
Figure 15.: Illustration of the cultural differences between Hungary and Brazil, with the numerical measures of the six-dimension Hofstede model (own edition, based on the numerical data of hofstede-insights.com)	32
Figure 16.: The generation distribution of the respondents of the hotel guest survey (own edition, based on my survey data analysis)	37
Figure 17.: The generation distribution of the respondents of the hotel guest survey (own edition, based on my survey data analysis)	37
Figure 18.: The medians of the answers given to the questions targeting MC factors, by cultural clusters (own edition, based on my survey data results)	40
Figure 19.: The medians of the answers given to the questions targeting COG factors, by cultural clusters (own edition, based on my survey data results)	41
Figure 20.: The medians of the answers given to the questions targeting MOT factors, by cultural clusters (own edition, based on my survey data results)	42
Figure 21.: The medians of the answers given to the questions targeting BEH factors, by cultural clusters (own edition, based on my survey data results)	42
Figure 22.: The distribution of the 16 problems reported, by cultural clusters (own edition, based on my survey data results)	43
Figure 23.: The distribution of the problems reported, by different cultural reasons (own edition, based on my survey data results)	44
Figure 24.: The generation distribution of the respondents of the hotel worker survey (own edition, based on my survey data analysis)	47
Figure 25.: The distribution of the highest education types the participants of the hotel worker survey attended (own edition, based on my survey data analysis)	47
Figure 26.: The average number of years spent in the hotel industry, by generations (own edition, based on my survey data analysis)	48
Figure 27.: The distribution of the respondents, by the size of the hotels they worked for (own edition, based on my survey data analysis)	48
Figure 28.: The distribution of the respondents of the hotel worker survey, by departments they worked for (own edition, based on my survey data analysis)	49
Figure 29.: The rate of international guests in the hotel of the respondents (own edition, based on my survey data analysis)	50
Figure 30.: The medians of the answers given to the questions targeting MC factors, by hotel departments (own edition, based on my survey data results)	52
Figure 31.: The medians of the answers given to the questions targeting COG factors, by hotel departments (own edition, based on my survey data results)	53

Figure 32.: The medians of the answers given to the questions targeting MOT factors, by hotel departments (own edition, based on my survey data results)	53
Figure 33.: The medians of the answers given to the questions targeting BEH factors, by cultural clusters (own edition, based on my survey data results)	54
Figure 34.: The medians of the answers given to the questions targeting the attitude of the hotels towards international guest (own edition, based on my survey data results)	56

LIST OF TABLES

Table 1.: The coding of the questions used in my tourist survey, for the easier understanding of my upcoming explanations (own edition, based on my survey for tourists)	35
Table 2.: The coding of the questions used in my hotel worker survey, for the easier understanding of my upcoming explanations (Source: own edition, based on my survey for hotel workers)	36
Table 3.: The coding of the questions used in my hotel worker survey, for the easier understanding of my upcoming explanations (Source: own edition, based on my survey for hotel workers)	55

INTRODUCTION

The topic of my research is diversity, international and intercultural differences. I was always interested in this topic and my university years just strengthened this interest; the practice-oriented seminars, the guest lecturers and the tasks completed with international teammates, competitors and mentors, and most especially, the nature of my major, the tourism.

Tourism was always the privilege of the rich people; they could travel around, see the world and enjoy the treats of other countries, views, different feelings and tastes. Nowadays, tourism became much easily available for almost all stratum of the societies. Almost anybody can travel the world without being wealthy or having significant knowledge about the conditions of other places. We want to travel far and see everything, international business conferences are organised, there are digital nomads who enjoy the freedom of traveling while working online as a lifestyle. Just like many other things in this world, tourism is under globalization. "Globalization is a current trend and has a great impact on hospitality industry." (Reisinger, 2009. p. 8.)

There is a very interesting work of the 2 elements; global travel and cultural differences. We travel to different countries and meet other cultures there. Consciously or unconsciously we make an impact on people there and they make an impact on us. Sometimes we feel strange because of the customs of others, sometimes we feel like this atmosphere is much better than our home. We might hurt those people or they might like us. Why is it happening? The answer for all these questions lies in culture and cultural differences.

Catering industries are highly involved in dealing with people on a daily basis. Hotel industry does even more than that, because they do not cater the guests for maximum some hours. They do that for minimum one night and maximum for weeks or even months or years. They are the providers who are the most exposed to cultural differences and their consequences. After all, they have to cater their guests and during the years of globalization this industry slowly learnt to adapt to the conditions of dealing with an international guest circle. I find this phenomenon amazing and I feel like the hospitality industry is a very suitable stage for analysing cultural differences and the effective methods of dealing with those, negotiating successfully with guests from all around the world and satisfying them.

In my research I am planning to target 4 and 5-star hotels in the Budapest and the Central Danube area of Hungary to get a deep knowledge about their experiences with foreigner guests, their visions on cultural differences and the educational methods they use for avoiding incidents with their foreign guests.

I will investigate the term of cultural intelligence and its importance in the hotel industry. I am also planning to analyse if it can be used or improved to solve intercultural affairs.

The tourist's side is also involved in my research; I am planning to ask citizens of different nations from all around the world about their experiences gathered in different Hungarian hotels. This way I will be able to see the culture which was natural for me since I was born; I will know what is strange for others in the Hungarian culture, what is negative for them and which their positive experiences are.

To start with, I will introduce major cultural theories and the implications of them. Followed by analyses of the data gathered by the survey applicants, there is a focus on finding relationships between the factors of dealing with diversity. Finally, this research presents conclusions about the situation of the Hungarian hotel industry's adaptation to globalization and suggestions are made in connection with the topic. The best practices of dealing with the phenomenon are negotiated in the detailed way both in the literature review and in the practical parts.

1. CULTURE AND CULTURAL DIFFERENCES

1.1. THE DEFINITION OF CULTURE

Tylor (1871) was the first person to give an attempt to the definition of culture during the history, and he said that culture is a really complicated definition due to many different factors like knowledge, belief, art, morals, law, custom and several kinds of capabilities and habits an individual may have. Since that our task to define culture did not become easier. Reisinger (2009) called it a “multidimensional phenomenon” which makes it even more difficult to explain and describe properly. Let me still try to picture the meaning of culture.

Culture means the fashion how people usually interact and cooperate with each other. According to Tayeb (1996) culture plays a very important role in humans attitudes, what is more it defines the way we act in specific situations.

Based on the previous statements culture can also be used as a kind of measurement tool. “When humans are considered as an engine to establish and reform society, culture becomes a basic measure to assess activities as well as understanding people.” (Korjala, 2012. p. 8.)

So the word “culture” includes several meanings. Originally it comes from the Latin expression “cultura”, which means to cultivate, improve or humanize something. “It refers to human activity and symbolic structure designs that emphasize the importance and value of the actions.” (Reisinger, 2009. p. 86.)

Oxford Learner’s Dictionary defines culture as the customs and beliefs, art, way of life and social organization of a particular country or group. Culture consist of ideas, intangible things, but it can have tangible attachments as well, for example jewellery, clothes, tools or food. It even changes time by time, interacts with other cultures, gains new elements, so it becomes really hard to be collected and measured. Culture is an intellectual capital.

Gerard Hendrik (Geert) Hofstede is a Dutch social psychologist and professor well known for his pioneering research on cross-cultural groups and organizations. He examined national cultures through six dimensions created by him and effectively used until today. Hofstede (1991) defined culture as a common guideline of a group of humans:

“Culture is the collective programming of the human mind that distinguishes the members of one human group from those of another. Culture in this sense is a system of collectively held values.” (p. 5.)

Culture can explain how an individual lives, does things, talks and thinks. It sets up the rules how to live one’s life in the socially accepted way, how to behave and the system of values we should follow. It teaches to an individual what is right, genuine, forward, true and relevant. “It also sets up rules and regulations to society in order to obtain stability and peace.” (Reisinger, 2009. p. 105.)

Very important question is if culture and religion are separable or not. Culture is strongly influenced and shaped by religion and vice versa. Durkheim (1976), cited by Segal, R. A. (2006) defined religion as:

“a unified system of beliefs and practices relative to sacred things, that is to say, things which are set apart and forbidden - beliefs and practices which unite into one single moral community called a Church, all those who adhere to them.” (p. 47)

“From this perspective, religion and culture are inseparable, as beliefs and practices are uniquely cultural.” (Croucher et al., 2017. p. 3.)

In my thesis culture is considered to be the manners and behavioural traits of groups of individuals with the same religious and national background, habits, living conditions and lifestyle who arrive to Hungary with touristic reasons. Substantially, culture is applied as an extensive phenomenon which includes various beliefs, virtues, attitudes and behaviours of many aspects of diverse population in the accommodation industry. Culture includes the tourists’ abilities, ease, way of communication, traditions, demeanours and habits towards themselves and their environment, the host employees and their own cultures in this thesis.

1.2. THE TYPES OF CULTURES

There are many types of cultures inside the society. “Price's Atlas of Ethnographic Societies records over 3814 distinct cultures having been described by anthropologists, certainly a major underestimate.” (Foley and Mirazón Lahr, 2011. p. 2.)

Many types and levels of cultures can be also connected and associated with each other. The most common culture level is called “universal culture”, while “individual culture” stands for the most unique category, as depicted in *Figure 1*.

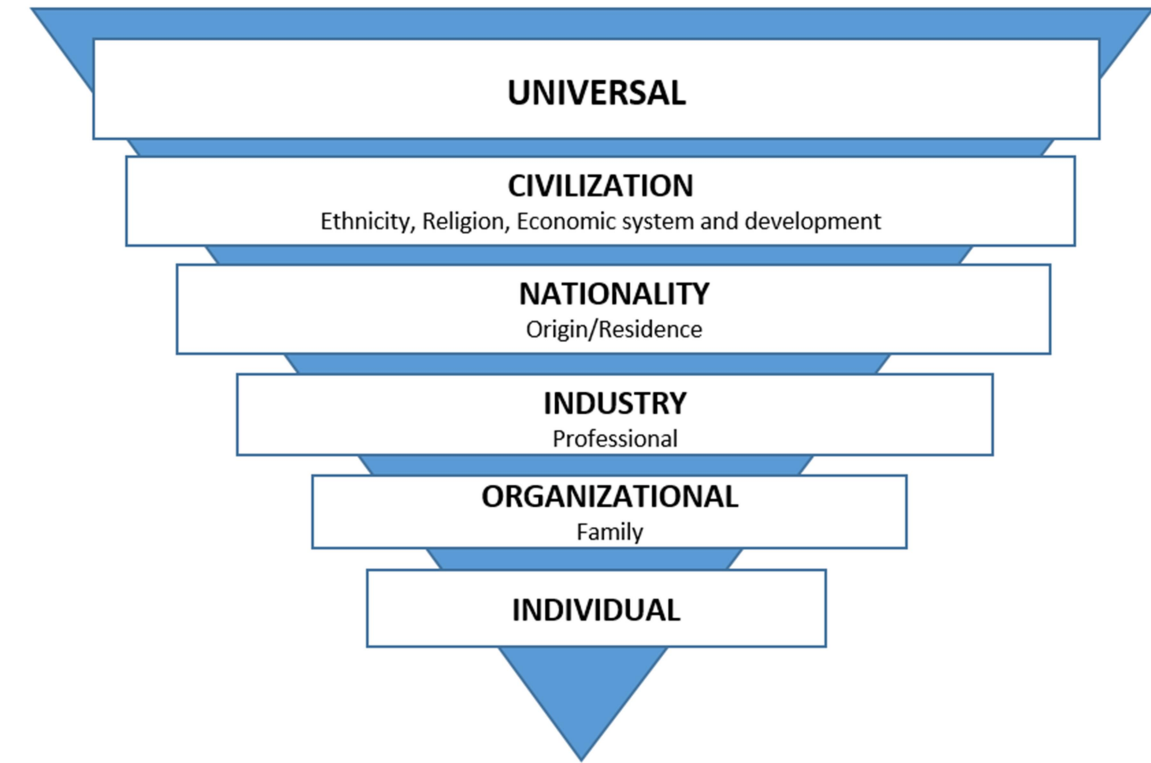


Figure 1.: Levels of culture

Source: own edition, based on Reisinger, 2009. p. 100.

Fundamentally we all belong to the “universal” cultural section. Every nationalities and all the human beings with their universal beliefs, conceptions, morals and virtues are parts of the “universal culture”. According to Minkov and Hofstede (2011) everybody has similar patterns and forms for giving a speech at special occasions, as an example.

“Civilization culture” is the second most comprehensive level of cultural identity that we can possess. This level consists of, such as, ethnicity, religion or the economic system the individual lives in. “Nationality” is a narrower category. In the general language we often mean the national culture by the word “culture”, which can also be called country culture. The level of “national culture” comprises elements like one’s country of residence, birth or citizenship. “People’s behaviour and perceptions are shaped by several other cultures, such as

ethnicity, family, friends, global environment, occupation, race, religion, and value systems.” (Reisinger, 2009. p. 98.). The most unique traits that can belong to an individual are “industry”, “organizational culture” and finally, the “individual culture”. These three categories are highly diverse and changing, as they are all influenced by the effects of all the above levels. “Fundamentally, individual culture is the most shaped by the influence of other levels of cultures, which impact personal beliefs, thoughts and values.” (Reisinger, 2009. pp. 99-100.)

1.3. CULTURAL DIFFERENCES

Cambridge English Dictionary explains “difference” as the way in which two or more things which you are comparing are not the same. As described above, the numerous cultures of the world are also different from each other. There are differences between them, which we call cultural differences or cultural distances.

“Cultural distance indicates a gap between different national cultures.” (Reisinger, 2009. p. 111.) Cultural differences are easy to recognize, many times they appear inside companies, organizations, systems. They are especially usual at an environment where a lot of people with different cultures stay within the property.

There are several stages where these interactions can happen. “Cultural differences can appear in verbal or nonverbal communication, social interaction, personality, gender, class or education.” (Rosinski, 2003. p. 17.), as cited by Korjala, V. (2012)

Mostly we do not talk about convenient, positive experiences here. Cultural difference means that people with different cultures have different core values, dissimilar opinions and unfamiliar habits

Reisinger (2009) notates that the increased contacts between individuals with different cultural backgrounds can result in increased intolerance, clashes of values and disharmonies, or even threatening experiences. Reisinger calls social psychology to explain the occurrence:

“This notion is supported by the distinctiveness theory from social psychology that holds that people do not define themselves by what makes them similar to others; rather, they define themselves by what makes them different from others.” (p. 7)

Hofstede (1991) described the practical results of cross-cultural differences and misunderstandings: he interviewed unsuccessfully at an American company's job interview. According to him,

“Their (Americans) CVs are worded in superlatives...during the interview they try to behave assertively, promising things they are very unlikely to realize...Dutch applicants in American eyes undersell themselves. They write modest and usually short CVs, counting on the interviewer to find out by asking how good they really are.” (p. 79.)

Another interesting example shows that cultural patterns are even valid in case of life-and-death situations. Gladwell (2008) (cited by Enomoto, C. and Geisler, K. R., 2017) analysed the high number of plane crashes and fatal incidents between 1970 and 2000 in connection with Korean Air and found that Korean co-pilots and flight engineers were too obedient to their captains. “Even in the advent of a possible crash, Korean Air co-pilots and flight engineers rarely suggested actions that would contradict the judgments of their captains. Challenging one's superior in Korea was considered culturally inadequate behaviour.” (Ghemawat and Reiche, 2011. p. 1.) If cultural patterns can be this serious and existential impacts between people from the same origin, then we have to be extremely careful with cross-cultural relationships and confrontations.

In this research cultural differences mean the dissimilar nature between the beliefs, morals, way of interaction and communication, behaviour, virtues, attitudes, religious habits and other collective values of people coming from different national cultures and interacting with each other.

1.3.1. Cultural differences in tourism

“By its very nature, the art of traveling removes tourists from their home culture and places them temporarily in a different cultural milieu, whether in an adjacent city or in a village halfway around the world.” (Lőrincz, 2020, p. 7.) The phenomenon of cultural differences is outstanding in the hospitality industry, likewise in the structure of international and multinational tourism companies.

According to Theobald (2005) international tourism industry began on a massive scale in the 1960s and has grown rapidly and steadily in terms of income it generates and the participants as well, until the end of the century. Tourism is the biggest stage where

international interactions happen. There can happen some events highlighting cultural diversity between international employees as well as between the employees and the guests. Because of the nature of the event I am describing in this thesis, I will deal with the second case.

Despite their importance, the effects of cultural differences in the hospitality industry were not recognized and examined for long time. According to Reisinger (2009), cross-cultural issues only begun to generate significant interest among academics around 2007. This is why the literature on the phenomenon and effects of interference of tourists and locals is not readily available, although tourism has become notably international recently. Generally accepted idea is that internationality and cross-border tourism promotes peace and getting to know each other's cultures. These assumptions tend to ignore the fact that people with different cultures have different core values, different way of thinking and most probably they will not be able to understand each other well or interact effectively. As Cantril (1957) noted, every of us has an own subjective reality which even in "ordinary" intra-cultural circumstances can result in misunderstandings in our relations with others.

1.3.2. The solution of cultural diversity: acceptance

Foley and Mirazón Lahr (2011) observed the evolution of diversity of cultures in a more Darwinian respect, and they even made two assumptions in the end of their discussion: "one, that culture is simply tracking biological diversity, and the second, that while genes belong to individuals, cultures belong to groups." (p. 8.) They claim that while the first assumption is clearly be demonstrated, the second one - that cultural traits belong to groups - does not necessarily follow. So we can be sure that the differences between cultures are the results of natural diversity, and we cannot change them. At the same time an individual might change the "suit of cultural traits" s/he is carrying by abandoning or collecting new practices from other cultures s/he contacted

Besides changing our cultural behaviour, deliberately modifying it when being in the same atmosphere with people from different cultural backgrounds is highly recommended. "National culture cannot be changed, but you should understand and respect it" (Hofstede, 2018) as cited by Raza, M. (2018) This is the only way of managing ethical cross-cultural relationships

As cross-border tourism and intercultural interactions are happening intensely in the society, industries which serve it; like the accommodation industry, had to find solutions for avoiding the inconvenient situations. As Reisinger (2009) stated:

“The international tourism industry is facing globalization, and an increasing number of tourists from different cultures are crossing national borders. This creates challenges for an industry attempting to standardize its products and consumers globally. Tourist behaviour is culturally bound. In order to successfully market the tourism product to international tourists, the industry must have a cultural knowledge of its target markets.” (pp. 8-9.)

The only way to deal with international differences is to accept and respect them, which is a main concern on the stage of tourism; an industry which deals with international affairs every day. “...negative feelings can be avoided if people accept and learn to respect others and their cultures. This is the only way to successfully maintain the character of global international tourism...” (Reisinger, 2009. p. 7.)

1.3.3. Competitive advantage built on cultural diversity

The modern businesses successfully realized and started to use the fact that in the present international world learning about different cultures and applying their practices means a huge competitive advantage. They started to be experts of cultural diversity and even use it to their own benefit. “Culture and tourism are essential tools to support the comparative and competitive advantage of regions in global market.” (OECD, 2009, p. 65) as cited by Raj et al. (2013)

What is more, tourism units can use their professionalism in the given field as a tool to enhance their popularity, just like a marketing tool, as they deal with international guests on a daily basis. “Learning about, understanding, and respecting the national cultures of others can... enhance tourist satisfaction... and generate repeat visitation.” (Reisinger, 2009. p. 7.

Horváth (2019) states that according to researchers a distinction needs to be made between consumer and guest satisfaction. One approach is to use “consumer satisfaction” for products and “customer satisfaction” for services.

Karakasné-Morvay (2014) (as cited by Horváth, 2019) states that there were several attempts in the Hungarian and international literature to define and research the terms in

connection with satisfaction, but these attempts mostly were not successful. Also Karakasné-Morvay's (2014) view that there are several terms in the literature within the topic of satisfaction. In her view, the first classification is the so-called "consumer satisfaction". The second term that is authoritative within the topic is the term "customer satisfaction". This term is used when we examine the purchase of a product or service in more detail from some point of view. The third classification, which is relevant in the present case, is the term "guest satisfaction", which is more commonly used in the hospitality and hotel industries. Often, only the term "satisfaction" is used for each study

There are many factors that can affect customer satisfaction from the side of an organization. Hokanson (1995) (as cited by Norzaidi, 2018) examined how certain sub-processes in an organization contribute to a sense of satisfaction. According to him, the following (organizational) factors can promote a sense of satisfaction: being friendly, polite, well-informed, having helpful staff, punctuality, short billing time, competitive pricing, quality of service, billing clarity and fast service. Most of these factors contain a human factor; they require personal contact with the guests/customers. If we are dealing with a guest from a different culture, there is a possibility of an inconvenient cultural-difference related event at many stages. If our employees own a proper amount of cultural knowledge, these mistakes can be avoided and turned into a satisfactory experience from the side of a guest.

If the guest had a nice experience at a company/commercial accommodation establishment, that will most probably have positive effects on the provider. Bátor (2007) summarized the benefits that appear as a positive consequence of consumer satisfaction in the life of a company. In the present case, only a few are mentioned, which are as follows:

1. If satisfaction increases, the company's reputation improves,
2. Positive word of mouth advertising may increase, which also raises the company's reputation,
3. There is an opportunity to develop or increase customer loyalty,
4. Customers do not switch to competitors as a result of a better offer, thus reducing the proportion of "leaving the organization",
5. Decreasing consumers' price sensitivity to products and services,
6. Satisfied customers pay for the additional services they receive,
7. The income generation of the company increases,
8. Its market share within the given industry increases.

At the same time, if the guest had a negative experience at the accommodation provider, it can easily result in negative effects. According to Karakasné Morvay (2014), if companies fail to meet the expectations of customers properly, then a negative consequence will develop from their side, which practically means customer emigration from the company. Mester (2005) (as cited by Horváth, 2019) is convinced that the primary goal of companies is to develop the longest possible customer life cycle in order to develop customer loyalty.

Nagy (2016) believes that customer satisfaction is one of the key conditions for success in all sectors of business. This is also true for accommodations. In his opinion, the guest should always receive the quality he expects from the accommodation. I think this statement has been proven in the lines above. Nagy (2016) sees that there is a high probability that a fully satisfied guest will become loyal to a given accommodation and thus become a regular guest.

Duffield and Long (1981), as cited by UKEssays (2018), highlighted that the main impacts of the tourist-host relationship are the so-called demonstration effect, when the hosts' behaviour is modified in order to imitate tourists. This was a quite early research on the topic, but we can see a very specific pattern of behaviour: the host is behaving nice and practices willingness to study and imitate the guests' culture, to make them feel cosy and gain popularity among them.

Sutton (1967) highlighted that the tourist usually stays in the destination for a short time, so there is no opportunity to develop the superficial relationship into a more meaningful one. This means that the provider staff has short time to amaze the guests; we have to utilize this time very well. In connection with cross-cultural travels, this short time is quite enough to make big mistakes and cause inconvenient experiences to the guests, although if we have an expert staff, processes can go on smoothly and might cause satisfactory or even positive sensation in the guests.

1.4. RESEARCH QUESTIONS AND HYPOTHESES

Based on the literature review seen above I will like to research the cultural differences that arise in connection with the intercultural tourism, especially focusing on the situations between the tourists and the staff of the accommodation service providers that have personal encounter with the guests. The accommodation provider staff will be the inhabitants of Hungary, so mainly Hungarians, the tourists will be citizens of other countries, arriving to Hun-

gary with touristic goals. With my research I would like to find answers for the following questions:

1. How do we measure the cultural difference and which cultures are significantly different from the Hungarian culture?
2. From which significantly different cultures do the most people arrive in Hungary with touristic goals?
3. Which particular geographical areas of Hungary receive the most international tourists with a significantly different cultural background?
4. Which are the possible situations and events which may create tension or discomfort in connection with intercultural travels?
5. What are the existing Hungarian accommodation providers' existing methods to educate their staff about cultural awareness and ethics, and how much are they useful/practical?

I have some assumptions in connection with this research as well, so the hypotheses of my research will be the followings:

1. The bigger the cultural difference is between the two specific countries based on Hofstede, the bigger the chance is for problematic intercultural situations to happen.
2. The specific cultures' empathy factors can affect the magnitude and nature of the tension sourced from problematic intercultural events.
3. Those hotel workers who attended trainings to improve their cultural awareness and ethics have higher cultural intelligence and have less intercultural inconveniences during performing their job.
4. Different generations perceive and overcome intercultural differences in different ways.

1.5. A QUANTITATIVE RESEARCH

In the last section of my thesis cultural differences are discussed from quantitative research perspective, with some qualitative aspects. As one of the most frequently used quantitative data collection methods for social research (Singleton and Straits, 2009) as cited

by Ponto, J. (2015), I used survey research. Survey research is defined as "the collection of information from a sample of individuals through their responses to questions" (Check and Schutt, 2012. p. 160) as cited by Ponto, J. (2015). This form of study allows for a wide range of methods for recruiting participants, collecting data, and using different instrumentation techniques. For my research I designed two surveys, mostly using quantitative research strategies, but they contain some qualitative research features as well in order to delve deeper into the topic and encourage participants to talk about their personal experiences and explain their responses.

2. METHODOLOGY AND DATA ANALYSIS

2.1. HOFSTEDE'S CULTURAL DIMENSIONS

Gerard Hendrik (Geert) Hofstede (2 October 1928 - 12 February 2020) was a Dutch social psychologist, employee of IBM and emeritus professor of the Organizational Anthropology and International Management Department at the University of Maastricht in the Netherlands, known for his ground-breaking studies on cross-cultural groups and organizations. He is best known for establishing one of the earliest and most popular systems for global measurement of cultural dimensions. This model was continually refined from 1967 to 2010 and this process provides a fair basis for it to be a viable model to be used in this thesis. Hofstede Insights is a company which helps other companies and organisations to solve intercultural and organisational culture challenges by utilising their frameworks based on Geert Hofstede's work (hofstede-insights.com, 2021). On their website hofstede-insights.com they provide several study materials to understand cultures and acknowledge and overcome the cultural differences. They provide a measurement tool which is based on the six cultural dimensions described in Hofstede's work. I will use this tool in my further research to express the cultural factors of different countries in measures, to depict and compare them.

2.2. THE INGLEHART-WELZEL CULTURAL MAP OF THE WORLD

Ronald F. Inglehart (born September 5, 1934) is a political scientist at the University of Michigan and an emeritus professor. He is the director of the World Values Survey, a worldwide network of social scientists who have conducted representative national public surveys of over 100 communities on all six populated continents, representing 85% of the population of the world. Using the data of the World Values Survey, he created the cultural map of the world together with Christian Welzel. Christian Welzel (born January 1, 1964) is a German political scientist at Leuphana University in Lüneburg and research director at the World Values Survey Association. In 1981, the first wave of surveys was performed for this initiative and the new wave was completed in 2019.

The Inglehart–Welzel cultural map of the world is a scatter plot which portrays closely related cultural values that differ in two prevailing dimensions between societies: traditional versus secular-rational values on the vertical y-axis, and survival versus self-expression

values on the horizontal x-axis. On this diagram, moving upward reflects the change from traditional to secular-rational values and moving rightward reflects the shift from values of survival to values of self-expression.

The original, very first map was created by the researchers in 2010. It is constantly changing as the communities and their cultures are changing as well. The latest World Cultural Map was released by worldvaluessurvey.org on February 4, 2021 and it looks as follows:

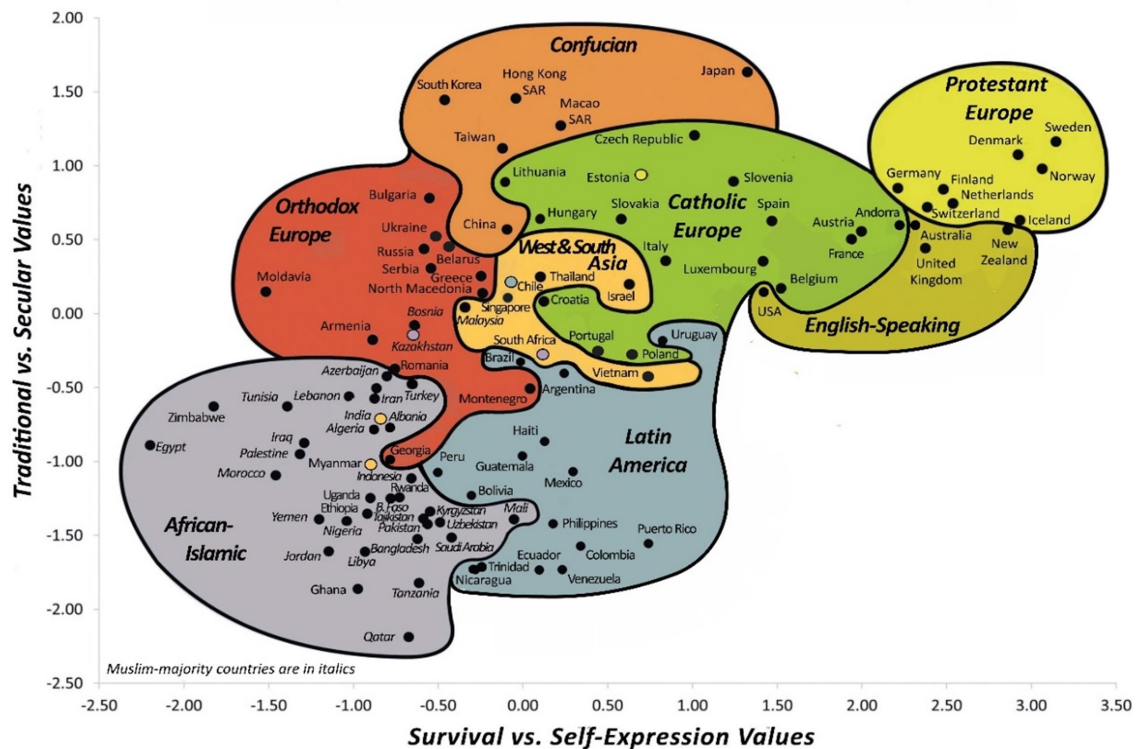


Figure 2: Inglehart–Welzel cultural map of the world, 2020

Source: worldvaluessurvey.org

The cultural map distinguished nine cultural areas originally, but as we can see the African and the Islamic cultures melted into one as for the present state. Nowadays, according to Inglehart and Welzel, we can list the following cultures: Confucian countries, Orthodox Europe, Catholic Europe, Protestant Europe, West & South Asia, English-Speaking countries, Latin America and the African-Islamic countries. For my research I will use the latest map and classification of the cultural clusters showed in Figure 2. I will choose one country from each clusters which inhabitants' visit Hungary the most with touristic reasons and analyse them with the help of the previously described Hofstede dimensions.

2.3. THE DATA OF THE HUNGARIAN CENTRAL STATISTICAL OFFICE

To find out which are the most important sender countries of Hungary from the previously described cultural clusters and some other data to refine my research, I used the data of the Hungarian Central Statistical Office. As I aim to describe the normal state of the country's tourism industry, I will ignore the data from January 1, 2020., as the COVID-19 pandemic started to affect the global tourism industry from the beginning of that specific year.

It is not predictable what exactly will happen to the tourism industry in the short run, but most probably in the long run it will return to the state of 2019 and continue its improvement. In addition, as the operations of hotels stopped at the time of writing, I could ask questions from the concerned applicants/make research based on the state of 2019 only in the given topic.

The following diagram (*Figure 3*) shows that in the previous years the most popular commercial accommodation establishment types in Hungary were the hotels. In each depicted years more than 50% of the international visitors stayed in hotels. For this reason in the followings I will deal with hotels only as a proper way of population sampling. For researching high quality methods, I will target 4 and 5-star hotels.



Figure 3.: International tourism nights spent at Hungarian commercial accommodation establishments by type, 2016-2019

Source: own edition, based on the data of the Hungarian Central Statistical Office

I also wanted to narrow my research to the areas which are the most visited by international tourists in Hungary. *Figure 4* shows that in the previous years (2016-2019) the highest number of international nights in hotels (an annual average of 8481 thousands) was recorded

in the areas of Budapest and the Central Danube region. It is followed by the area of Lake Balaton and the Western Transdanubian region but in the followings I will just focus on the hotels situated in Budapest and the Central Danube region because of the clearly seen leading position of it shown in *Figure 4*.

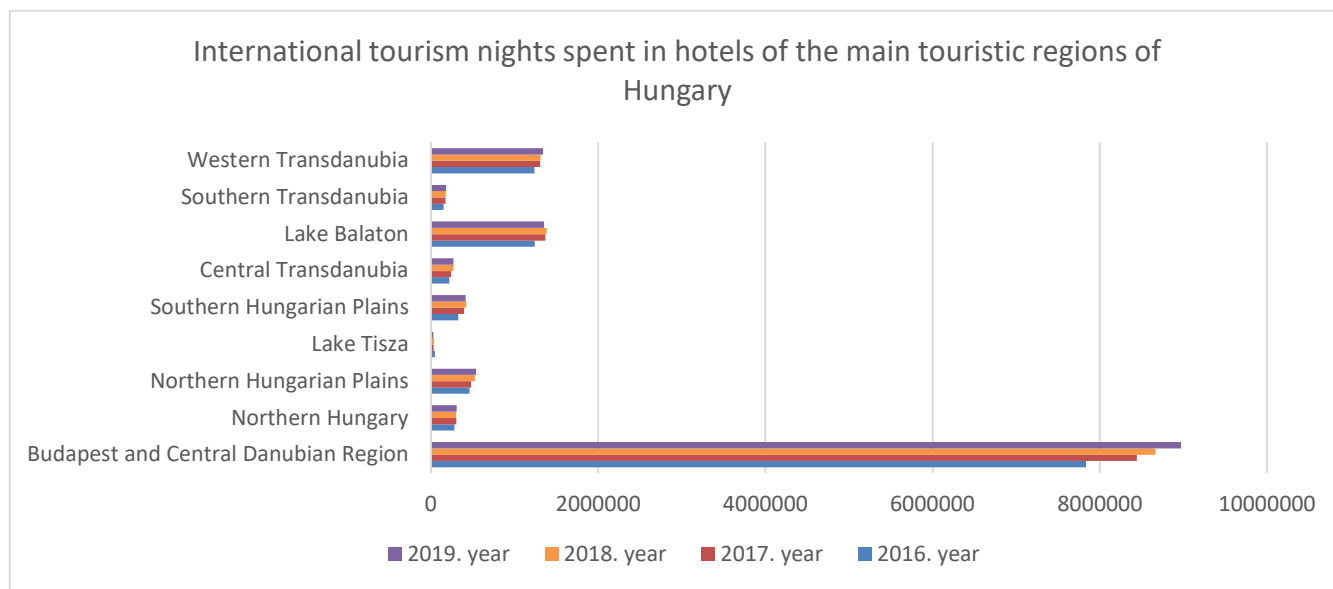


Figure 4.: International tourism nights spent in hotels and similar establishments of the main touristic regions of Hungary, 2016-2019
Source: own edition, based on the data of the Hungarian Central Statistical Office

To put the two kinds of previously described data types together, in Figure 5 we can see the number of tourism nights in hotels and similar establishments of Budapest and the Central Danube Region in total. In the last four years this region had a monthly average of 707 thousands of international tourism nights spent in hotels, which is a large share of the whole country's average of 1064 thousands. We also know that these tourists spend an average of 2,3 days at the destination altogether.

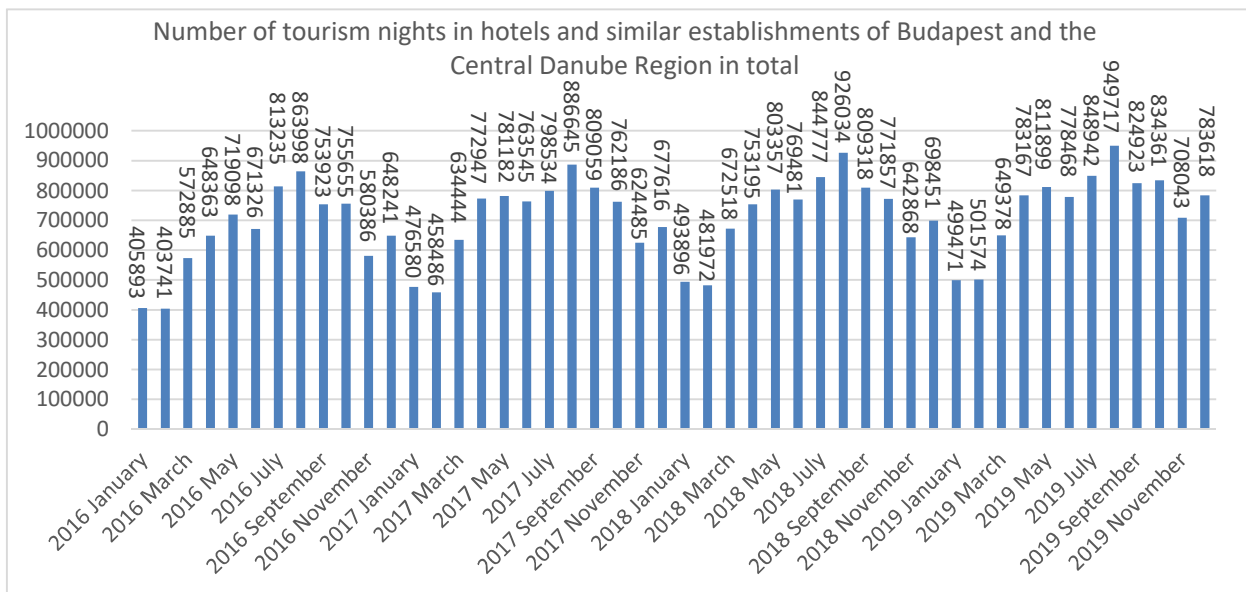


Figure 5.: International tourism nights spent in hotels and similar establishments of

Budapest and the Central Danubian Region, by months, 2016-2019

Source: own edition, based on the data of the Hungarian Central Statistical Office

Gathering information about the sender countries is not easy because there are several countries which provide supply for the Hungarian tourism industry and I also wanted to showcase the data of a wider time frame. Figure 6 shows the number of international tourism nights spent in hotels and similar establishments of Budapest and the Central Danube Region by countries. While analysing the data of the Hungarian Central Statistical Office, I found that the data of the investigated years (2016-2019) did not show significant structural and numeral changes. As we can see in Figure 6, the range of the countries hardly changed during the 4 years and we can generally say that the numbers of tourists increased year-by-year in case of most the countries (of course there are exceptions, eg. The Netherlands). This is a wide list of countries but of course I could not indicate all the supply areas because of the spatial limits. These are the most important areas which supply the most visitors for the Hungarian tourism and accommodation industries, and they will be enough to find examples from every cultural clusters described by the Inglehart-Welzer cultural map. We can see that the highest number of tourism nights spent in hotels in Budapest and the surrounding areas is from the residents of the UK. From the American continents the USA citizens spend the most tourism nights in the Budapest hotels and from the side of Europe Germany is the leader in the tourism nights spent in the area of the Hungarian capital city.

Number of international tourism nights spent In hotels of Budapest and the Central Danube Region, by countries

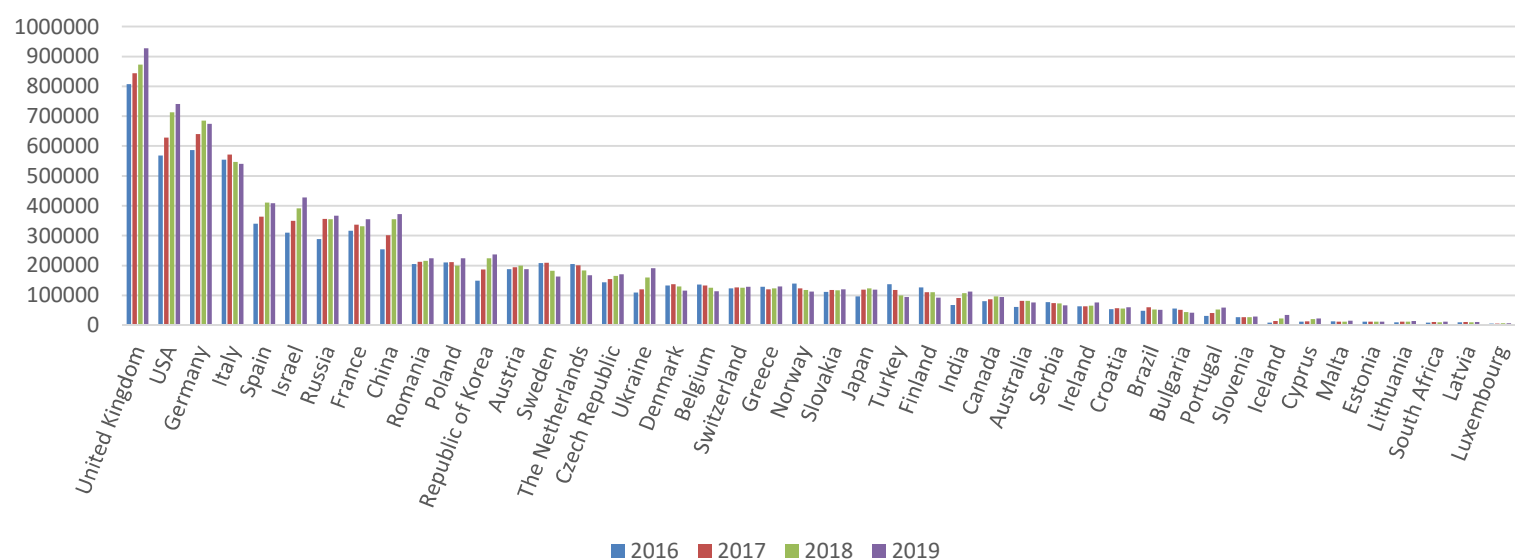


Figure 6.: The average number of international tourism nights spent in hotels and similar establishments of Budapest and the Central Danube Region, by countries, 2016-2019

Source: own edition, based on the data of the Hungarian Central Statistical Office

However, the fact that the citizens of a specific country visit Budapest hotels a lot does not necessarily mean that the other countries from that cultural cluster (described by Inglehart and Welzel) also send a lot of tourists to the city. These factors depend mainly on the size and the general wealth of the countries. To see that which cultural clusters supply the most hotel visitors to Budapest and the Central Danube Region, I created a percentage breakdown diagram, based on the average tourism data of the years of 2016-2019. In Figure 7 we can see that the lower visitor numbers from the countries of the Catholic Europe add up and create the biggest share of the cultural clusters supplying the described area with hotel visitors. The second biggest share in the diagram consists of the English speaking countries. These are just few countries in number, but big in area with many and wealthy citizens. The third biggest share is occupied by the cluster of Protestant Europe, followed by the areas of Orthodox Europe.

Shares of the cultural clusters in the number of tourism nights spent in the hotels of Budapest and the Central Danube Region

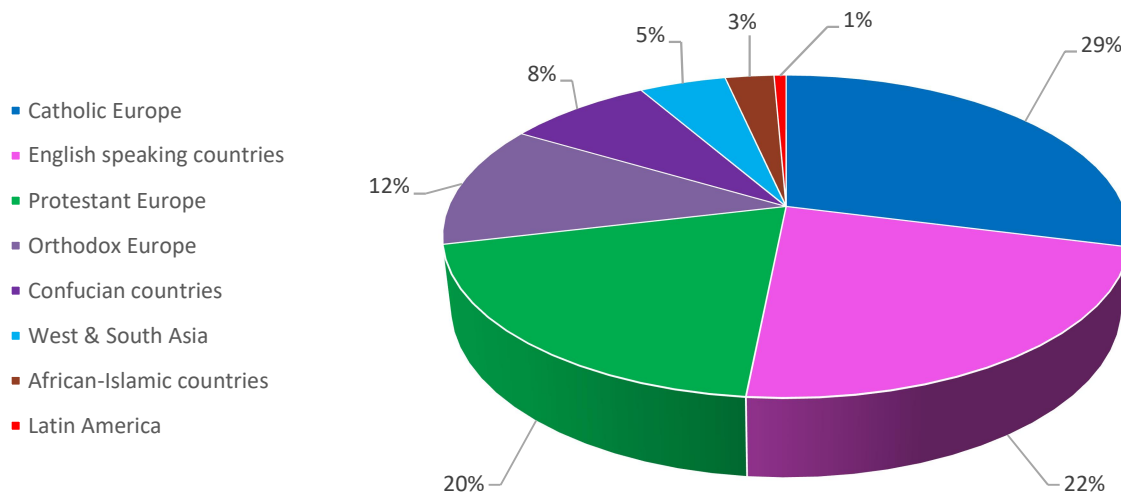


Figure 7.: The shares of the cultural clusters described by Inglehart and Welzel in the number of international tourism nights spent in the hotels and similar establishments of Budapest and the Central Danube Region, based on the average numbers of the time period of 2016-2019

Source: own edition, based on the data of the Hungarian Central Statistical Office

2.4. DATA ANALYSIS WITH THE PREVIOUSLY DESCRIBED METHODS

In the previous subchapters I found out the right method for measuring the culture and found a map to distinguish between the different cultural areas of the world as the sending areas of the Hungarian tourism industry. Furthermore I made research on the most popular commercial accommodation types used by tourists in Hungary and I found out which are the most popular regions of Hungary among the inbound tourists. I also clarified that which exact areas are the main suppliers of the country.

Now, with the previously described methods I will measure the cultural difference between the tourists coming from different cultures and the Hungarian personnel of the hotel type of accommodation providers located in Budapest and the Central Danube Region. For measuring the culture I will use the six dimensions of the Hofstede model, and for sampling every possible cultures I will choose the most important sender country of the Hungarian tourism from every cultural clusters described by the latest (2020) version of the Inglehart–Welzel cultural map.

2.4.1. Hofstede's cultural dimensions

For the further understanding of the upcoming culture analyses of different countries, I will provide a detailed description about the six dimensions of Hofstede's model. The terms defined in this section will be applied later.

2.4.1.1. Power distance

Power distance can be defined as "the extent to which the less powerful members of institutions and organisations within a country expect and accept that power is distributed unequally". (Hofstede et al., 2010, p. 61) This dimension deals with the idea that not everyone in a society is equal – it reflects the culture's attitude toward inequality among the community members.

2.4.1.2. Individualism

The degree of interdependence that a society retains among its members is the central issue addressed by this dimension. It all comes down to whether people describe their self-image in terms of "I" or "We." Individualist cultures expect people to look after only themselves and their immediate families. People in collectivist communities are members of "in groups" that look after them in return for their loyalty.

2.4.1.3. Masculinity

A high score on this dimension (Masculine society) means that competitiveness, accomplishment, and performance will drive society, with success represented by the winner/best in field – a value system that begins in school and continues throughout organizational existence. A low score (Feminine society) on the dimension indicates that caring for others and quality of life are the primary values of society. In a Feminine culture, living a good life is a sign of achievement, and standing out from the crowd is frowned upon.

2.4.1.4. Uncertainty avoidance

Uncertainty avoidance is a factor that expresses the way a culture deals with the fact that the future can never be predicted. Should we try to predict the future or just let it happen? This uncertainty causes anxiety, which different cultures have learned to cope with in different ways. The degree to which members of a society feel threatened by uncertain or unknown circumstances, and have developed values and institutions to escape them.

2.4.1.5. Long term orientation

This dimension describes how societies maintain ties with their past while dealing with the challenges of the present and future; societies prioritize these two existential goals differently. Normative societies, who score low on this dimension, prefer to uphold long-

standing traditions and norms while viewing societal change with suspicion. Those with a high-scoring culture, on the other hand, take a more Pragmatic approach, encouraging thrift and investment in modern education as means of preparing for the future.

2.4.1.6. *Indulgence*

The degree to which small children are socialized is a problem that society faces now and in the past. We do not become "normal" without socialization. This dimension is described as how much people try to regulate their desires and impulses as a result of their upbringing. Indulgence refers to a lack of control, whereas restraint refers to a high level of control. Therefore cultures can be described as Indulgent or Restrained.

2.4.2. Catholic Europe

In *Figure 8* we can see the cultural dimensions of Hungary compared to Italy, Spain and France – its most important tourism suppliers from this cultural cluster. We can see that the depicted countries do not have big differences in their cultures: the functions created from the numerical values of their cultural dimensions create a typical balanced hexagonal shape. Although I have to mention that the Masculinity indexes of Spain and France are quite low measured to the other countries and there are some other slight differences as well.

From these countries Italy is the one which supplies the most tourism nights for Budapest and the Central Danube Region, with an average of 553.356 visitors per year (according to the data of 2016-2019). For this reason I will analyse Italy on a deeper level and compare it to Hungary, as an important example of the Catholic European cultural cluster.

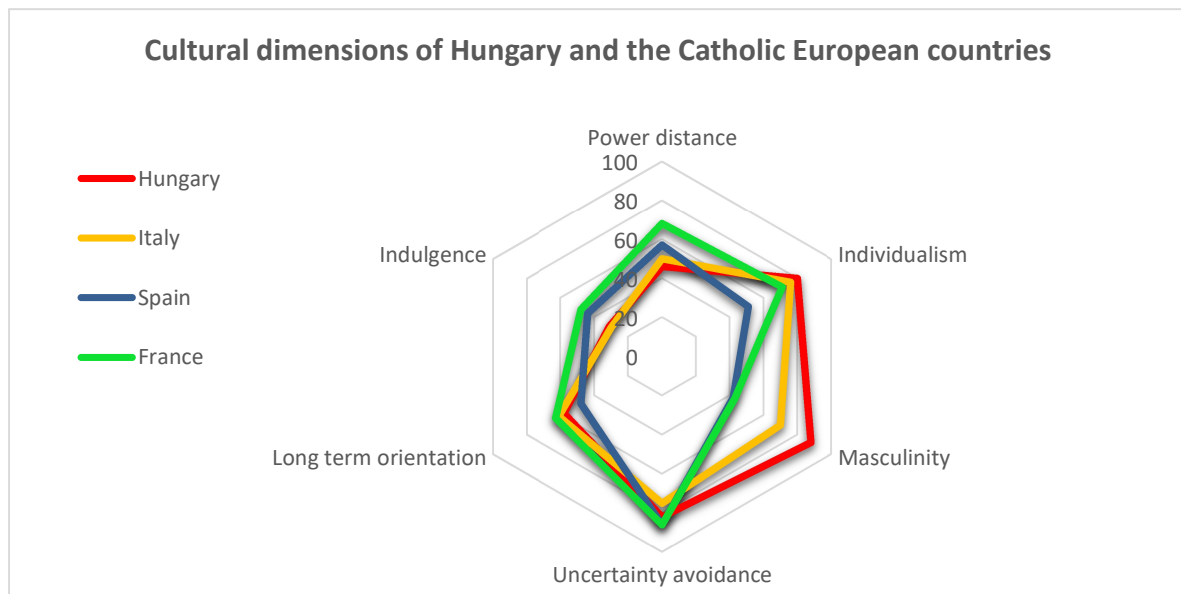


Figure 8.: Illustration of the cultural differences between Hungary and Italy, Spain and France, with the numerical measures of the six-dimension Hofstede model

Source: own edition, based on the numerical data of hofstede-insights.com

Power distance: Hungary has a low score (46) on this dimension, indicating that we have quite an equal share of power. Hungarians are self-sufficient, they mostly have a hierarchy for the sake of convenience only and equal rights. (hofstede-insights.com, 2021)

Northern Italy, with a ranking of 50, prefers equality and decentralization of authority and decision-making. Southern Italy was analysed separately from the Northern parts of the country. In Southern Italy, all of the implications of PDI are often in serious contrast to Northern Italy. (hofstede-insights.com, 2021)

Individualism: With an overall score of 80, Hungary is classified as an Individualist culture. This indicates a strong preference for a loosely-knit social structure in which people are only supposed to provide for themselves and their immediate families. (hofstede-insights.com, 2021)

With a score of 76, Italy is also an Individualist culture that is centred around "me," especially in the large and wealthy cities of the north, where people can feel alone even in the midst of a large crowd. (hofstede-insights.com, 2021)

Masculinity: Hungary receives an 88 on this scale, indicating that it is a Masculine culture. People in Masculine countries "live to work," managers are supposed to be proactive

and assertive, equity, competitiveness, and success are prioritized. (hofstede-insights.com, 2021)

At 70, Italy is a Masculine culture as well, with a strong focus on performance. Children are taught from a young age that competition is healthy and that winning is important in life. (hofstede-insights.com, 2021)

Uncertainty avoidance: Hungary has a score of 82 on this dimension, indicating that we prefer to avoid ambiguity. We have an emotional need for laws (even if they never seem to work). (hofstede-insights.com, 2021)

Italy has a high Uncertainty Avoidance score of 75, very similarly to Hungary. This indicates that Italians as a nation are uncomfortable with unclear circumstances. In Italian culture, formality is valued, and the penal and civil codes are complicated by clauses, codicils, and other provisions. (hofstede-insights.com, 2021)

Long term orientation: Hungary has a high score of 58 on this dimension, indicating that it is a Pragmatic country. People in Pragmatic societies believe that truth is highly dependent on situation, context, and time. They demonstrate an ability to easily adapt traditions to changing circumstances and a strong proclivity to save and invest. (hofstede-insights.com, 2021)

Italy's high score of 61 in this category demonstrates the Pragmatic nature of Italian society as well. They adjust their traditions to the modern world easily and invest in the future education. (hofstede-insights.com, 2021)

Indulgence: On this dimension, Hungary has a low score of 31. Cynicism and pessimism are common in the Hungarian society. In addition, we place less emphasis on leisure time and exercise greater control over the fulfilment of our desires. (hofstede-insights.com, 2021)

Italy scored 30 in this dimension, so basically Hungarians and Italians are the same in this respect. As we could see from the high Masculinity and Uncertainty avoidance indexes, the Italian and Hungarian citizens concentrate more on working hard than fulfilling themselves. (hofstede-insights.com, 2021)

2.4.3. English-Speaking countries

The second cultural cluster which supplies the most hotel visitors to Budapest and the Central Danube area is the group of English-Speaking countries. Although many tourists arrive from the US to our country, they spend their visits not only in the capital city and its surroundings but in other areas as well, so in the analysed area the UK provides the highest

numbers of hotel guests with 862.877 tourists per year (according to the average data of 2016-2019). Therefore I will analyse this country in the more detailed way. In Figure 9 we can see that the functions created from the numerical values of the English-Speaking countries' cultural indexes create similar, hexagonal or upside-down rhombus shapes. Altogether they are quite different from the fuction drawn for Hungary.

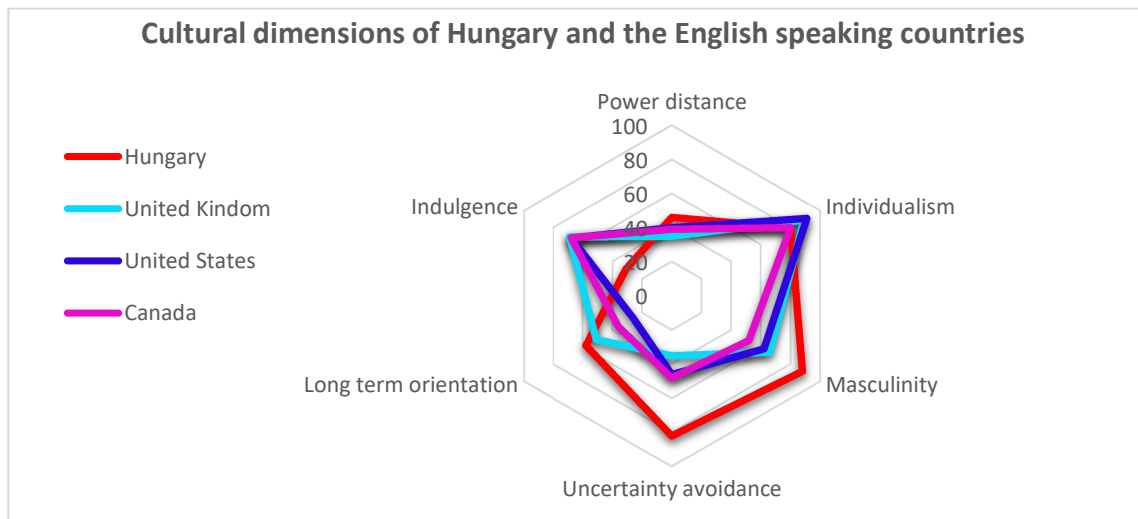


Figure 9.: Illustration of the cultural differences between Hungary and the United Kingdom, United States of America and Canada, with the numerical measures of the six-dimension Hofstede model

Source: own edition, based on the numerical data of hofstede-insights.com

Power distance: Hungary has a low score of 46 at this index. At 35, the United Kingdom is among the countries with the lowest PDI scores as well, indicating that it is a country that believes that differences between people should be minimized. The PDI score seems at first to be at odds with the well-established and historical British class structure: the importance of birth rank is on the one hand, and a deep-seated conviction that where you are born does not restrict how far you can go in life is on the other. (hofstede-insights.com, 2021)

Individualism: Hungary is a highly Individualist country (80). The UK is also among the countries with the highest ranks with 89. The British are very private and individualistic people. (hofstede-insights.com, 2021)

Masculinity: With a score of 88, Hungary is a strongly Masculine country. At 66, Britain is a Masculine culture as well, with a strong focus on performance. The apparent inconsistency between the British culture of modesty and understatement, which is at odds

with the culture's underlying success-driven value system, is a key source of confusion for foreigners. (hofstede-insights.com, 2021)

Uncertainty avoidance: While Hungarians do not like ambiguity with a score of 82 at this index, the UK has a low Uncertainty Avoidance score of 35. This indicates that as a nation, they are totally okay to wake up not knowing what the day holds. The phrase "muddling through" is a very British way of expressing this. (hofstede-insights.com, 2021)

Long term orientation: Hungary is a Pragmatic country (58), concentrating more on future goals than traditions. A dominant preference in British culture cannot be decided with an intermediate score of 51 in this dimension. British are half-way between maintaining connections with their past and handling challenges of the present and future. (hofstede-insights.com, 2021)

Indulgence: With a low score of 31 Hungary is a Restrained country, while a high score of 69 means that the British society is considered to be Indulgent. People in communities with a high Indulgence score are more likely to obey their instincts when it comes to enjoying life. (hofstede-insights.com, 2021)

2.4.4. Protestant Europe

The third cluster according to Hofstede, which supplies the most tourism nights spent in hotels for the analysed area is the group of Protestant European countries. As we can see in Figure 10, most of the Scandinavian countries got really similar, diamond-like shapes on the six dimension Hofstede model, while Germany's culture is a bit different, actually similar to the Hungarian diagram. As Germany supplies huge amounts of hotel visitors (an annual average of 646.592, according to the data of 2016-2019) to the analysed area, I will describe its culture in a more detailed way.

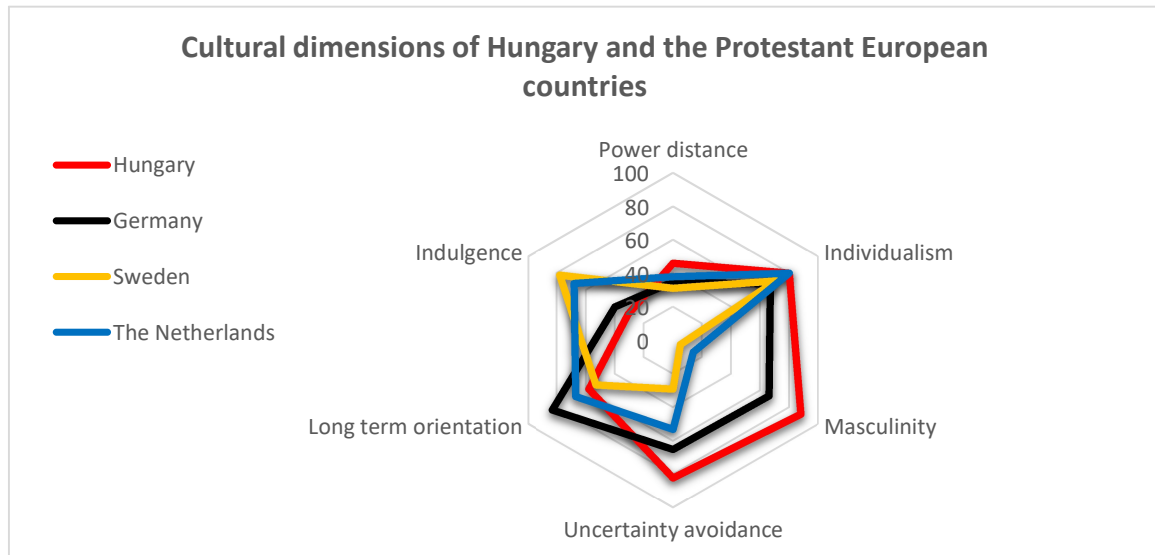


Figure 10.: Illustration of the cultural differences between Hungary and Germany, Sweden and The Netherlands, with the numerical measures of the six-dimension Hofstede model

Source: own edition, based on the numerical data of hofstede-insights.com

Power distance: Hungary scored low (46) on this dimension. Germany is not surprisingly among the lower Power distance countries as well (with a score of 35), as it is highly decentralized and backed by a large middle class. (hofstede-insights.com, 2021)

Individualism: Just as in Hungary (with a score of 80) Individualism is alive and well in German culture (67). The majority of families are small, with an emphasis on the parent-child relationship. Personal interests for individuals, as well as a sense of duty and obligation, are the pillars of loyalty. (hofstede-insights.com, 2021)

Masculinity: With a score of 88 Hungary is a highly Masculine country. Germany is also a Masculine society, scoring a bit lower: 66. The school system splits children into various types of schools at the age of 10, so success is highly regarded and predicted early on. (hofstede-insights.com, 2021)

Uncertainty avoidance: Hungary scored 82 at this index. Germany is also one of the countries that prefers to avoid uncertainty with a milder score of 65, indicating a small preference for Uncertainty Avoidance. There is a clear preference for deductive rather than inductive methods in reasoning, presenting, and preparing, in line with Kant, Hegel, and Fichte's philosophical heritage: the formal outline must be provided in order to proceed. (hofstede-insights.com, 2021)

Long term orientation: With a score of 58 Hungary is a slightly Pragmatic country. We can say the same about Germany: with score 83 they are strongly Pragmatic; they believe that

time, context and the situation defines truth, they adjust their traditional customs to the innovations and they invest in future and educating the youth. (hofstede-insights.com, 2021)

Indulgence: Hungary is a Restrained country with a score of 31, just like Germany (40). Both societies feel like fulfilling their dreams and desires is somewhat unethical and not right. This definitely has some connections with the high Masculinity and Uncertainty avoidance rates in both countries. (hofstede-insights.com, 2021)

2.4.5. Orthodox Europe

As the fourth most important tourism supplier of Budapest and the Central Danube Region I will introduce the Orthodox European countries. In *Figure 11* we can see new, interesting shapes drawn by the numerical values of the six Hofstede dimensions of the countries in this cultural cluster. We can see that the three depicted countries, Russia, Romania and Ukraine score very similarly at the certain indexes. As Russia is the one which supplies the most hotel nights (341.628 tourism nights per year, according to the average data of 2016-2019) for the analysed area, I will describe its culture on a deeper level.

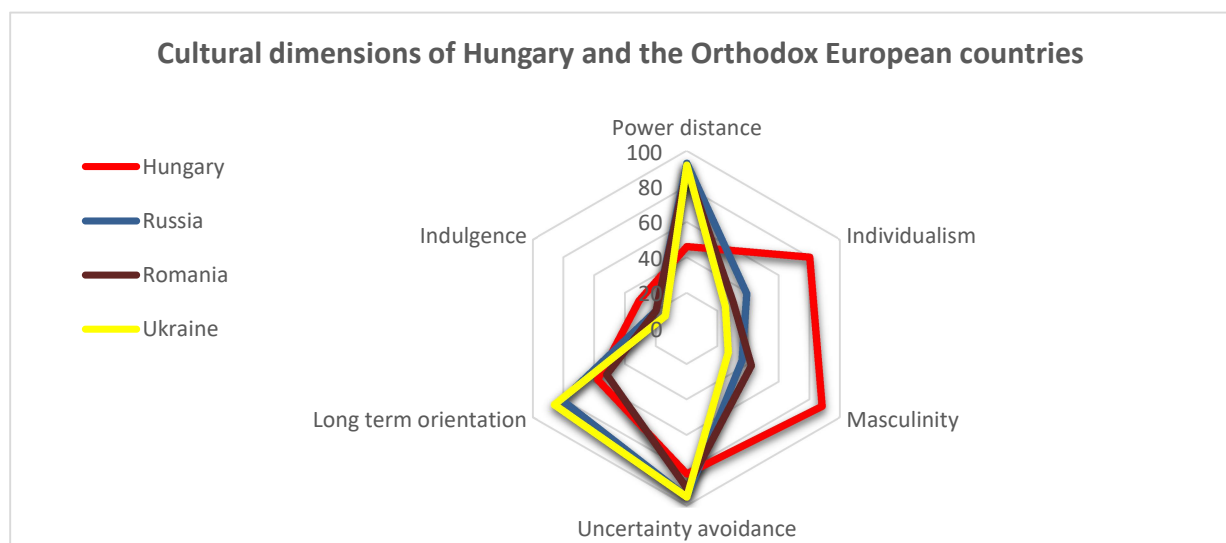


Figure 11.: Illustration of the cultural differences between Hungary, Russia, Romania and Ukraine, with the numerical measures of the six-dimension Hofstede model

Source: own edition, based on the numerical data of hofstede-insights.com

Power distance: Hungarians scored 46 in this dimension. Russia, with a ranking of 93, is a country where power holders are isolated from the rest of society. Because of this huge

difference, status symbols are extremely significant, as an example. (hofstede-insights.com, 2021)

Individualism: With a score of 80 Hungary is highly Individualist. If Russians want to go out with their friends, they would say "We with friends" instead of "Me and my friends," and if they speak about brothers and sisters, it is likely that they are talking about cousins, so a lower score of 39 is reflected even in the language. (hofstede-insights.com, 2021)

Masculinity: Hungary is a highly Masculine country with a score of 88. Russia's low score of 36 may be surprising in terms of its preference for status symbols, but this is due to the country's high Power Distance. Russians, both at work and when meeting a stranger, prefer to understate their personal successes, achievements, or capacities. (hofstede-insights.com, 2021)

Uncertainty avoidance: Hungarians scored 82 in this dimension. With a ranking of 95 Russians are highly afraid of ambiguous circumstances as well. This is well shown by the fact that they have created one of the world's most complicated bureaucracies. (hofstede-insights.com, 2021)

Long term orientation: Hungary scored 58 at this dimension. Russia has a very high score of 81, suggesting that it is a Pragmatic country, even much more than Hungary. People in Pragmatic communities assume that reality is highly dependent on the circumstances. (hofstede-insights.com, 2021)

Indulgence: Hungary has a Restrained culture with the score of 31 on this dimension. Russian culture is distinguished by its discipline as well, as demonstrated by its low score of 20. They also tend to be cynicist and pessimist. (hofstede-insights.com, 2021)

2.4.6. Confucian countries

China will be the country representing the Confucian cultural cluster, as it is the country which supplies the most tourism nights for Budapest and the Central Danube Region, with an average of 320.712 visitors per year (according to the data of 2016-2019). In *Figure 12* Japan and the Republic of Korea are also depicted and actually this is a great example of cultural differences being present in the same cultural clusters according to Inglehart and Welzel: the functions drawn for the 3 Confucian countries are highly different from each other.

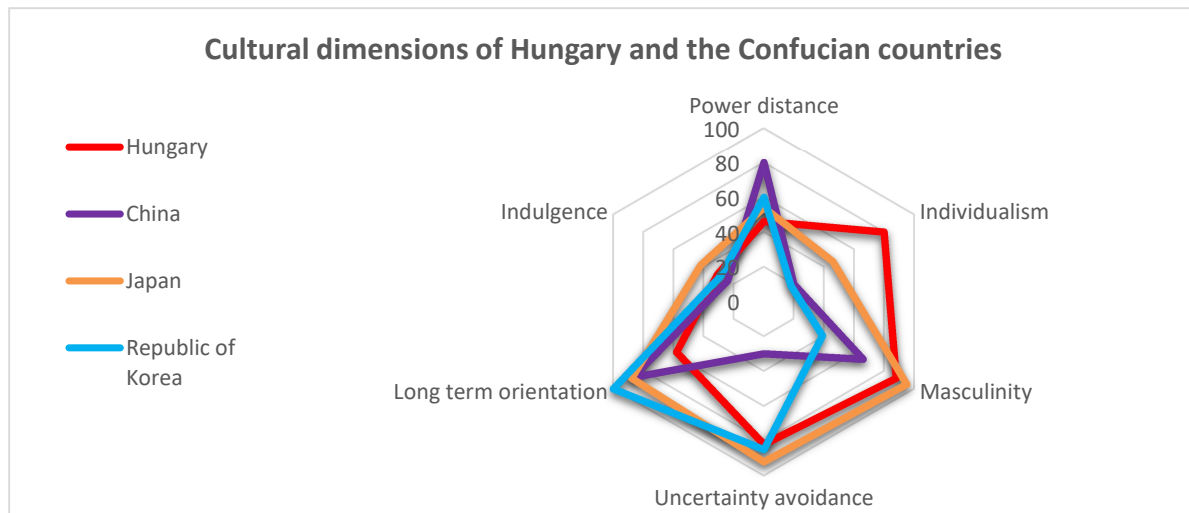


Figure 12.: Illustration of the cultural differences between Hungary, China, Japan and the Republic of Korea with the numerical measures of the six-dimension Hofstede model

Source: own edition, based on the numerical data of hofstede-insights.com

Power distance: Next to Hungary's 46 China has a PDI of 80, which is one of the highest of all countries. It indicates that it is a society that believes inequalities among people are reasonable. People usually do not aspire to positions higher than their own. (hofstede-insights.com, 2021)

Individualism: Hungary is a highly Individualist country with a score of 80. With a score of 20, China is a strongly Collectivist society in which people behave in the group's best interests rather than their own. (hofstede-insights.com, 2021)

Masculinity: Hungary scored 88 at this dimension. At 66, China is a Masculine culture as well, with a strong focus on performance. The desire to achieve success is exemplified by the fact that many Chinese would put work ahead of family and leisure. (hofstede-insights.com, 2021)

Uncertainty avoidance: Hungary scored 82 at this dimension, while China has a poor Uncertainty avoidance score of 30. Though truth is subjective, there is concern for Truth with a capital T in the immediate social circles, and rules (but not necessarily laws) abound. (hofstede-insights.com, 2021)

Long term orientation: Hungary is a Pragmatic country with a score of 58. Chinese people (87) also believe that truth is highly dependent on situation, context, and time. This is less surprising in the case of China, after knowing their low score of Uncertainty Avoidance. (hofstede-insights.com, 2021)

Indulgence: Hungary is highly Restrained with a score of 31. China also has a low score (24) in this dimension. Actually this is the cultural dimension where China and Hungary differs in the lowest extent among all the dimensions.

2.4.7. West & South Asia

The next cultural cluster which supplies Budapest and the Central Danube Region with a high amount of tourism nights is the group of West & South Asian countries. Israel is clearly a significant country for the Hungarian tourism, providing an annual average of 369.714 tourism nights for the investigated area (according to the data of 2016-2019), while the depicted South Africa is a very interesting case. As for its area, it clearly belongs to Africa, but according to South Africa's culture, it can rather be classified together with Asians (as seen in the 2020 version of the Inglehart-Welzel map, *Figure 2*). Other countries from this cluster do not supply significant amounts of tourists to Hungary. In this case I will analyse Israel as the most important country from this cultural cluster.

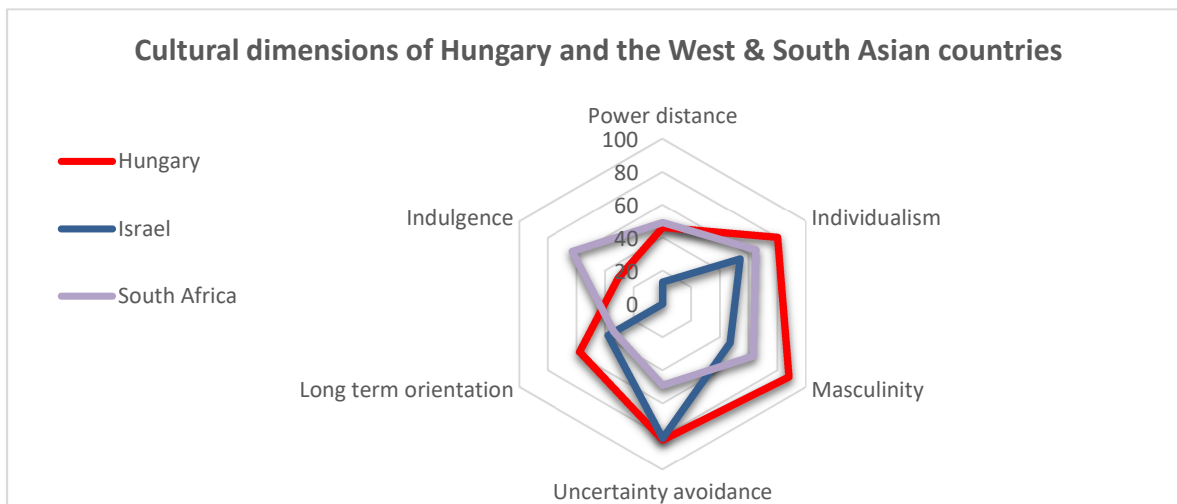


Figure 13.: Illustration of the cultural differences between Hungary, Israel and South Africa, with the numerical measures of the six-dimension Hofstede model

Source: own edition, based on the numerical data of hofstede-insights.com

Power distance: Hungary scored 46 at this dimension. Israel, with a ranking of 13, is at the very bottom of this scale. Israelis with an egalitarian mentality believe in self-sufficiency, equal rights and empowering management. (hofstede-insights.com, 2021)

Individualism: While Hungary is a highly Individualist country with a score of 80, Individualist and Collectivistic cultures coexist in Israeli society (54). Small families are popular, with an emphasis on the parent-child relationship. (hofstede-insights.com, 2021)

Masculinity: Hungarians scored 88 on this scale. With a total of 47 points, Israel is a society that is neither clearly Masculine nor Feminine. Some elements imply more Masculine characteristics. The importance of performance is emphasized. (hofstede-insights.com, 2021)

Uncertainty avoidance: In this respect Hungary (82) and Israel (81) are almost totally the same. Both culture require rules to manage their everyday life, although many times these rules do not seem to work. “Time is money”, people work hard, are precise and punctual. (hofstede-insights.com, 2021)

Long term orientation: Hungary a scored 58 in this scale. Israelis (38) favour Normative thinking. People in such communities are preoccupied with defining the absolute Truth. They have a high regard for tradition and a low proclivity to save for the future. (hofstede-insights.com, 2021)

Indulgence: Hungary has a low score of 31 on this scale. Hofstede-insights.com cannot provide any information on the Indulgence level of Israel and no other information can be found in this topic.

2.4.8. African-Islamic countries

The common group of the African and Islamic countries is also a very important tourism supplier of Budapest and the Central Danube Region. India is a similar case to the previously mentioned South Africa: as for its location, it belongs to Asia, although according to its culture, it is closer to the African-Islamic cluster (as seen in the 2020 version of the Inglehart-Welzel map, *Figure 2*). The most important country from this cultural cluster is Turkey, which supplies the analysed area with an annual average of 112.543 tourism nights (according to the data of 2016-2019). For this reason I will describe the culture of Turkey beyond.

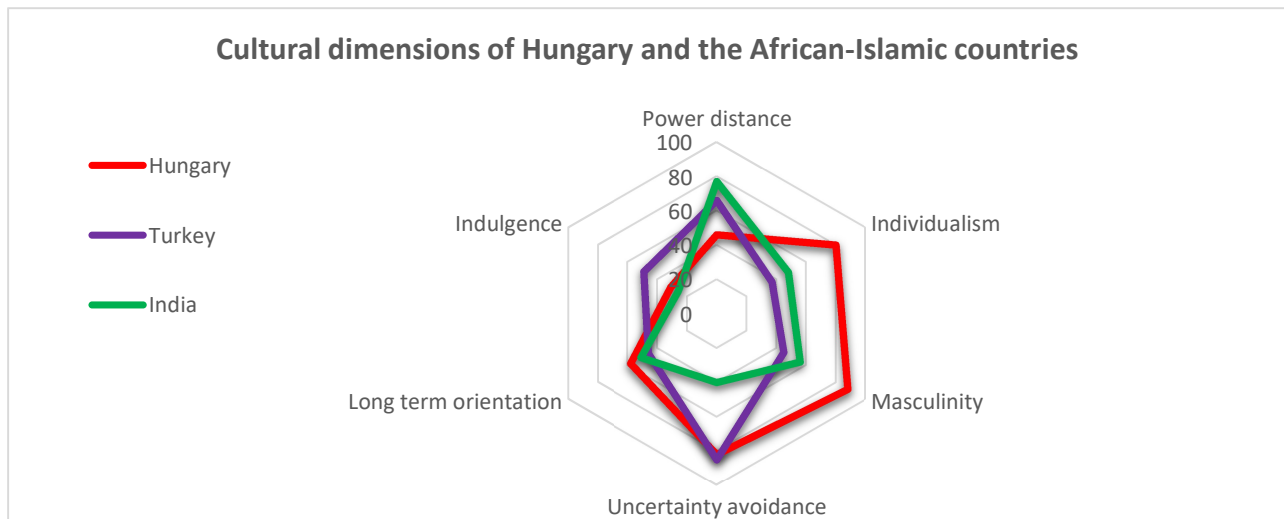


Figure 14.: Illustration of the cultural differences between Hungary, Turkey and India, with the numerical measures of the six-dimension Hofstede model

Source: own edition, based on the numerical data of hofstede-insights.com

Power distance: Hungary scored 46 at this dimension while Turkey has a high score (66). This indicates that the Turkish style is characterized by the dependency and hierarchy. (hofstede-insights.com, 2021)

Individualism: Hungary (88) has a highly Individualist society, while Turkey is Collectivist (37). This implies that the “We” is significant; the partnership has a spiritual foundation, which often takes precedence over mission completion. (hofstede-insights.com, 2021)

Masculinity: Hungary is highly Masculine (88) while Turkey is on the Feminine side of the scale with a ranking of 45. This ensures that both in private and professional life conflicts are avoided and reaching an agreement at the end is crucial. (hofstede-insights.com, 2021)

Uncertainty avoidance: Hungary scores 82 on this scale while Turkey receives an 85, indicating a significant need for laws and regulations. People use a number of rituals to help them deal with their anxiety. (hofstede-insights.com, 2021)

Long term orientation: Hungarian culture is Pragmatic (58). Turkey's intermediate score of 46 is in the middle of the scale, so there is no discernible cultural preference.

Indulgence: Hungary is a Restrained country (31). Turkey does not have a characteristic that corresponds to this dimension because of its intermediate score of 49.

2.4.9. Latin America

From the Latin American cultural cluster Brazil is the only significant supplier of Budapest and the Central Danube Region with an annual average of 53.111 hotel nights (according to the data of 2016-2019). For this reason I will analyse the cultural traits of Brazil.

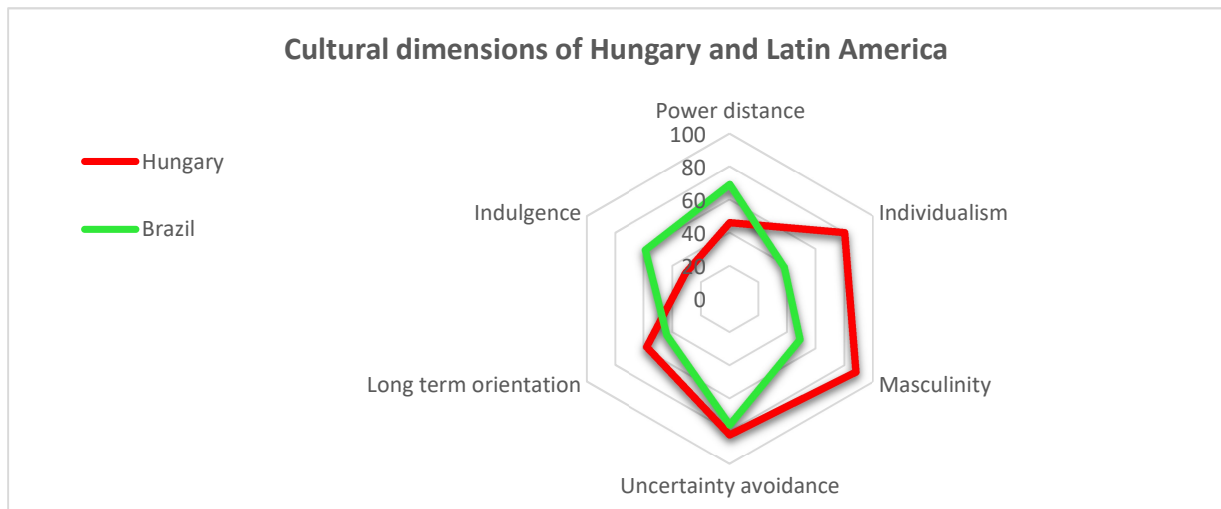


Figure 15.: Illustration of the cultural differences between Hungary and Brazil, with the numerical measures of the six-dimension Hofstede model
Source: own edition, based on the numerical data of hofstede-insights.com

Power distance: Hungary scored low (46) on this dimension, while Brazil, with a score of 69, portrays a culture that believes hierarchy should be upheld and that inequalities between citizens are appropriate. It is necessary to honour the elderly in Brazil. (hofstede-insights.com, 2021)

Individualism: Hungary is an Individualist country with a score of 80. Brazil has a score of 38, indicating that people in this country are born into large, cohesive communities that continue to protect their members in return for loyalty. (hofstede-insights.com, 2021)

Masculinity: Hungary is a strongly Masculine country with the score of 88, while Brazil receives a 49, indicating that it is in the middle of the scale.

Uncertainty avoidance: Hungary scored 82 on this scale. Brazil, like the majority of Latin American countries, has a high UAI score of 76 as well. In order to structure life, these societies demonstrate a strong need for laws and complex legal structures. (hofstede-insights.com, 2021)

Long term orientation: Hungary is a Pragmatic country with the score of 58, while Brazil's orientation cannot be decided due to the intermediate score of 44. (hofstede-insights.com, 2021)

Indulgence: Hungary is a quite pessimistic country with a score of 31, while Brazil is classified as an Indulgent culture due to its high score of 59. People in communities with a high Indulgence score are more likely to obey their instincts and impulses when it comes to having fun. (hofstede-insights.com, 2021)

3. STUDY ON CULTURAL DIFFERENCES IN TOURISM

3.1. SURVEY FOR HOTEL GUESTS

My first survey that I created to carry out my quantitative research targeted international tourists who ever stayed in Hungarian commercial accommodations. In this case I included tourists who visited other than 4 or 5-stars hotels in order to get as diverse answers as I can. I believe that intercultural experiences happen and are perceived at each level of the accommodation services and that provides a fair basis for the inclusion of every type of travelers in the survey. This survey was shared at social media platforms and distributed among personal friends of the author known for their interests in traveling. Filling the survey was voluntary.

In the beginning of this survey (as seen in Appendix 1) some general questions were asked as well, with special interests for the nationality of the participants. After asking for the nature of the commercial accommodation they stayed at, I applied the Cultural Intelligence Questionnaire from the Cultural Intelligence Center (2015), but transformed; so that I could see how the tourists felt about the CQ factors of the hotel workers. For the Cultural Intelligence Questionnaire, I applied a 7-grades Likert scale as seen in the book of Van Dyne et al. (2008), with an additional “not applicable” option for those who felt like they do not possess enough information for answering the given question. In the original questionnaire all of the 20 questions were positively worded so I did not have to make a change in that aspect. Furthermore, just as in the original questionnaire, I divided the 20 questions into 4 parts, based on different psychometric properties: meta-cognitive (MC), cognitive (COG), motivational (MOT) and behavioral (BEV) features. The coding of the questions according to these properties can be seen in Table 1. At the end of this survey there is a descriptive part as well where I asked the participants to describe if any inconvenient intercultural experience happened to them during their hotel stay.

Table 1.: The coding of the questions used in my tourist survey, for the easier understanding of my upcoming explanations

MC1	I felt like the hotel staff was conscious about the cultural knowledge they used when interacting with me. (By cultural knowledge we mean knowledge about the characteristics of cultures other than our own.)
MC2	I felt like the hotel workers adjusted their cultural knowledge as they interacted with me.
MC3	I think that the hotel staff members were conscious of the cultural knowledge they applied to their interactions with me. (By intercultural interaction we mean verbal or nonverbal contact with people from other cultures.)
MC4	I think that the hotel workers checked the accuracy of their cultural knowledge as they interacted with me.
COG1	I felt like the hotel workers had knowledge about the legal and economic systems of my culture.
COG2	The hotel workers knew the rules (vocabulary, grammar) of my mother tongue.
COG3	I think that the workers of that hotel knew the cultural values and religious beliefs of my culture.
COG4	I felt like the hotel staff was aware of the marriage system of my culture.
COG5	The workers of the hotel knew the arts and crafts of my culture.
COG6	The hotel workers knew the rules for expressing nonverbal behaviors in my culture.
MOT1	I felt like the hotel staff enjoyed interacting with me.
MOT2	I think that the workers of that hotel could be confident with socializing with locals in my culture.
MOT3	I feel like the staff of that hotel could deal with the stresses of adjusting to my culture.
BEH1	I felt like the workers of the hotel changed their verbal behavior (e.g. accent, tone) when interacting with me.
BEH1.2	It was important for me that the workers of the hotel changed their verbal behavior (e.g. accent, tone) when interacting with me.
BEH2	I think that the hotel staff tried to use pause and silence differently to suit the interactions with
BEH3	I felt like the hotel staff varied the rate of their speaking when interacting with me.
BEH4	I think that the workers of that hotel changed their nonverbal behavior when interacting with me.
BEH4.2	It was important for me that the workers of that hotel changed their nonverbal behavior when interacting with me.
BEH5	I think that the hotel staff altered their facial expressions when interacting with me.

Source: own edition, based on my survey for tourists

3.2. SURVEY FOR HOTEL WORKERS

My second survey was implemented with a target group of hotel workers working in 4 and 5-star hotels located in the Central Danube Area and Budapest. The survey was sent out to 100 hotels collected through my online research. Obviously, the population has more than 100 participants but I do not know more information about it, due to ethical and data security reasons. The respondents were from all management levels including housekeeping, reception, sales and many others.

The first part of this survey (as seen in Appendix 2) gathered some general information about the age and education of the respondents, then I analyzed the size and nature of the ho-

tel they worked for. In the next section of the survey I applied the self-report questions of the Cultural Intelligence Questionnaire of the Cultural Intelligence Center (2015) to be able to describe the cultural intelligence (CQ) values of the participants. For the Cultural Intelligence Questionnaire, I applied a 7-grades Likert scale just like I did in the hotel guest survey. In the original questionnaire all of the 20 questions were positively worded so I did not have to make a change in the hotel worker survey as well. Furthermore, just as in the original questionnaire, I divided the 20 questions into 4 parts, based on different psychometric properties: meta-cognitive (MC), cognitive (COG), motivational (MOT) and behavioral (BEV) features. The coding of the questions according to these properties can be seen in Table 2. Finally, to be able to study the connections between CQ and intercultural trainings applied by hotels, in the next part of the questionnaire we can find some questions about the attitude of the hotel in connection with intercultural trainings and education, and about the events the participants actually attended. In the end of the survey there is a descriptive part where I asked for the experiences of the hotel workers to enrich the study with qualitative type of personal stories.

Table 2.: The coding of the questions used in my hotel worker survey, for the easier understanding of my upcoming explanations

MC1	I am conscious of the cultural knowledge I use when interacting with people with different cultural background. (By cultural knowledge we mean knowledge about the characteristics of cultures other than our own.)
MC2	I adjust my cultural knowledge as I interact with people from a culture that is unfamiliar to me.
MC3	I am conscious of the cultural knowledge I apply to cross-cultural interactions. (By cross-cultural interaction we mean verbal or nonverbal contact with people from other cultures.)
MC4	I check the accuracy of my cultural knowledge as I interact with people from different cultures.
COG1	I know the legal and economic systems of other cultures.
COG2	I know the rules (e.g. vocabulary, grammar) of other languages.
COG3	I know the cultural values and religious beliefs of other cultures.
COG4	I know the marriage systems of other cultures.
COG5	I know the arts and crafts of other cultures.
COG6	I know the rules for expressing nonverbal behaviors in other cultures.
MOT1	I enjoy interacting with people from different cultures.
MOT2	I am confident that I can socialize with locals in a culture that is unfamiliar to me.
MOT3	I am sure I can deal with the stresses of adjusting to a culture that is unfamiliar to me.
MOT4	I enjoy living in cultures that are unfamiliar to me.
MOT5	I am confident that I can get accustomed to the shopping conditions in a different culture.
BEH1	I change my verbal behavior (e.g. accent, tone) when a cross-cultural interaction requires it.
BEH2	I use pause and silence differently to suit different cross-cultural situations.
BEH3	I vary the rate of my speaking when a cross-cultural situation requires it.
BEH4	I change my nonverbal behavior when a cross-cultural situation requires it.
BEH5	I alter my facial expressions when a cross-cultural interaction requires it.

Source: own edition, based on my survey for hotel workers

3.3. SURVEY RESULTS DATA AND ANALYSIS

In this part of my thesis I will provide information about my survey data and use different type of analyses to acknowledge the deeper meaning of the data and the inner connections of them.

3.3.1. Results of the survey for hotel guests

The hotel guests survey was filled by 41 participants, 54% female and 46% male. As visualized in Figure 16, 12% of the participants belong to the Baby Boomers Generation (according to the generation classification of The Center For Generational Kinetics, 2021), 7% to the Generation X, 46% to the Generation Y and 34% to the Generation Z.

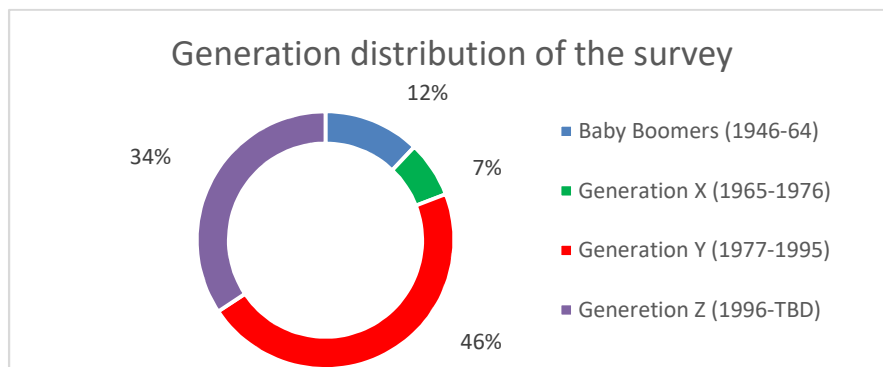


Figure 16.: The generation distribution of the respondents of the hotel guest survey

Source: own edition, based on my survey data analysis

56% of the respondents were originated from the most important tourism supplier countries of Hungary, displayed in Figure 6, while 44% were originated from other countries which send less tourists to Hungary annually. 7 out of 8 cultural clusters (according to the Inglehart and Welzel Cultural Map, 2021) represented themselves among the participants. As *Figure 17* shows, 20% of the sample was originated from the Catholic Europe, 12% from the West and South Asian cluster, 39% from the African-Islamic cultural cluster. 2% of the participants are from the Confucian countries, 22% represented the English-Speaking countries. 2% was originated from Latin America and 2% as well from the Orthodox European countries.

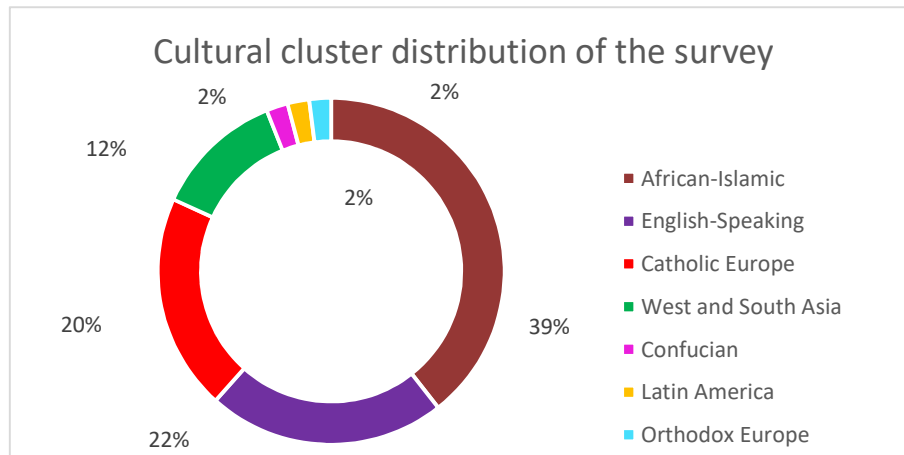


Figure 17.: The generation distribution of the respondents of the hotel guest survey

Source: own edition, based on my survey data analysis

51% of the respondents had experiences about a 3-star hotel, 37% about a 4-star hotel and 15% of the respondents reported about their stays in 5-star hotels. 56% of the respondents also visited some other types of accommodations in Hungary. These result support my decision to include 3-star hotel visitors and those who visited other type of accommodations in the research. 68% claimed that they visited the accommodation in one specific calendar year, while 32% of the respondents reported about visitation in multiple years.

In the next part I will analyze the survey adopted from the Cultural Intelligence Center, accompanied by a 7-grade Likert scale. To analyze the reliability of the scale I determined the Cronbach's Alpha of each question groups (meta-cognitive, cognitive, motivational and behavioral), using SPSS analysis. I found that the inter-item correlation between the questions targeting meta-cognitive features was a medium correlation (the lowest correlation value was 0,565). The Cronbach's Alpha is also really high (0,913) in the case of MC features, without removing any items from the 4 meta-cognitive items (as seen in Appendix 3). This means that the correlation among these survey questions is significant. According to George and Mallery (2003), the 4 items can be excellently used as a scale.

As for the cognitive items, there is a strong inter-item correlation as well, and as we surmise, the Cronbach's Alpha is also really high between the COG components (0,926) (as Appendix 4 shows). Although (as we can see in Appendix 4), I could further improve this

value by removing the second question (coded as COG2) from this section. This way the Cronbach's Alpha of the cognitive elements increased to 0,943. The remaining COG items show an excellent correlation, so we can be sure that they explain the same phenomenon and be nicely used as a scale.

When analysing the correlation between the motivational properties I found that the Cronbach's Alpha of this component was high as well (0,926) but it could be further improved by deleting the first question targeting motivational values (coded as MOT1), as seen in Appendix 5. After removing MOT1 the Cronbach's Alpha became 0,933. Besides it notates an excellent correlation, we cannot even improve this vale further, as we only have 2 remaining MOT components. As we are having an excellent correlation between the remaining 2 items, we can be sure that they can be used as a scale.

Finally, I checked the reliability of the behavioral components as well. I found that the Cronbach's Alpha of the BEH properties is quite strong (0,867) although it cannot be called excellent. As showed in Appendix 6, by removing the second question (coded as BEH1.2) the Cronbach's Alpha could be improved slightly. As the BEH1.2 question was actually an extra question added by me to the original Cultural Intelligence Questionnaire I decided to delete it and this way the Cronbach's Alpha of the behavioral elements increased to 0,868. After running a reliability analysis again, I had to realize that my other self-added question, coded as BEH4.2 did not correlate strongly with the other behavioral items as well. (As seen in Appendix 7.)

After deleting BEH4.2 from the behavioral elements' Cronbach's Alpha, the value could not be increased again. The value of 0,883 actually shows a strong correlation among the BEH elements so I can use them nicely to create a scale from my survey data.

Finally, I wanted to know how strong the relationship is between the 4 groups of questions targeting the different psychometric properties. To determine the correlation between the meta-cognitive, cognitive, motivational and behavioral elements, I used Pearson correlation. "The Pearson's correlation coefficient is the test statistics that measures the statistical relationship, or association, between two continuous variables." (statisticssolutions.com, 2021) Since it is based on the method of covariance, it is considered as the best method for calculating the relation between variables of interest. It provides information on the extent and direction of the relationship's association, or correlation. As we can see in Appeddix 8, the Pearson's correlation coefficient is high applied to every possible connections among the 4 elements of the survey. Actually the lowest coefficient among all the

connections is 0,313 between the MOT and the BEH factors, which still shows a medium correlation. All the question groups in this survey are strongly connected with each other. It worth to mention that those respondents who claimed that the Hungarian staff in their hotels possessed and applied MC features, also noticed the COG factors with 69% possibility. Furthermore, those tourists who gave high mark for the Hungarians' MOT factors, they also valued the MC features a lot because there is medium association (0,673) between these two elements.

After recognizing the above analyses and deleting the non-relevant data from my survey results, I am able to provide a report about the perceptions of my respondents. In the first question group, targeting the MC features, the median of the answers is 5 (as seen in Figure 18), so altogether every tourists would somewhat agree that the Hungarian staff of the commercial accommodations they visited applied and actively used some cultural knowledge during their work. (By cultural knowledge I mean knowledge about the characteristics of cultures other than our own.) There are some deviations among the answers of the different cultural clusters of course; the tourists from the English-Speaking countries perceived the existence of the cultural knowledge stronger, as the median of their answers is 7 (which is the maximum score actually). This can source from the fact itself that most of the hotel workers (97%, according to my hotel worker survey) speak English. Knowing their mother tongue might generate a positive sensation among the English-speaking hotel guests already, furthermore as most of the English speaking countries have huge populations and are economic and political leaders, generally we know a lot about their cultural features. There was 1 respondent from the Orthodox Europe (Ukraine) whose answers created a median of 8, which was the “not applicable” option, so probably this person was quite introverted and she did not socialize a lot during her hotel stay. This might be in connection with the extremely low (14) Indulgence level of Ukrainians (hofstede-insights.com, 2021). I had also 1 Cambodian respondent who represents the Confucian countries. This person had a median of 1, which means that he did not feel like the Hungarian staff of his hotel had and applied a rich knowledge about his culture.

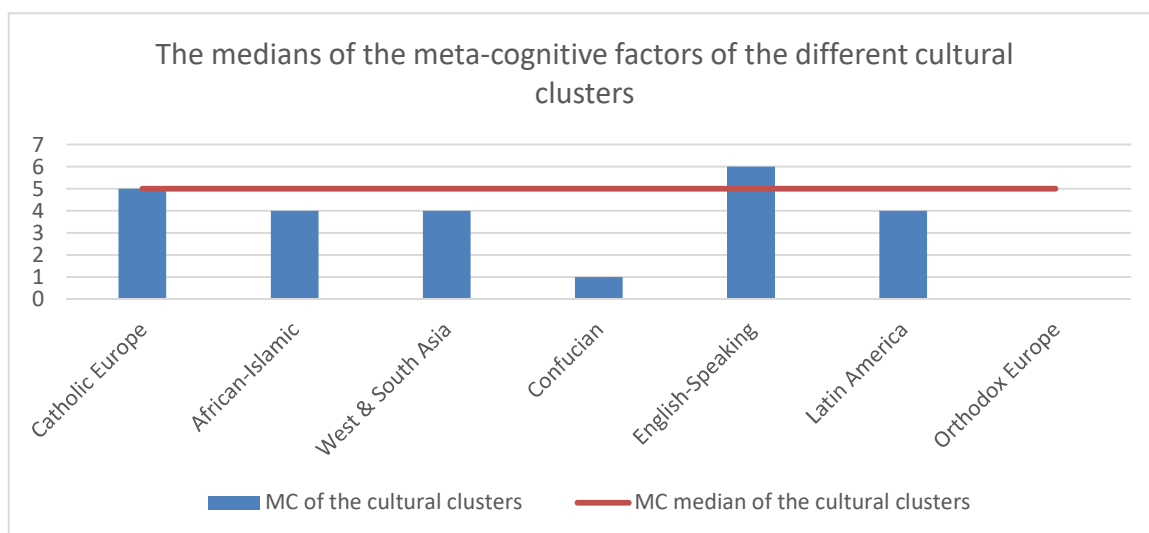


Figure 18.: The medians of the answers given to the questions targeting MC factors, by cultural clusters

Source: own edition, based on my survey data results

As for the question group targeting the COG factors, the median of the responses overall was 3, which means that they disagreed with the statement that the Hungarian staff of their hotels would have detailed knowledge about the legal and economical backgrounds of their countries, would know the marriage system, the religious beliefs or the commonly used nonverbal expressions of their countries. From the cultural clusters the Catholic Europe had a significantly high (7) median in this topic, as *Figure 19* shows. This could happen because Hungary itself also belongs to the Catholic European clusters. Our cognitive features are very common, we share the same systems and we have very similar beliefs. On the other hand, the African-Islamic countries' median was an other extremity: 1. As our cultures are very far away from each other, we Hungarians generally do not know a lot about the cognitive features of the African and Islamic cultures. It was the same for the 1 Cambodian (Confucian cluster) and the 1 Mexican (Latin American cluster) participant as well: both of their medians are 1 according to the COG question group. The English-Speaking countries marked 5 which means that they agreed with the fact that Hungarians have knowledge about their cognitive features. The Ukrainian (Orthodox European cluster) respondent's answers showed the result "not applicable" again.

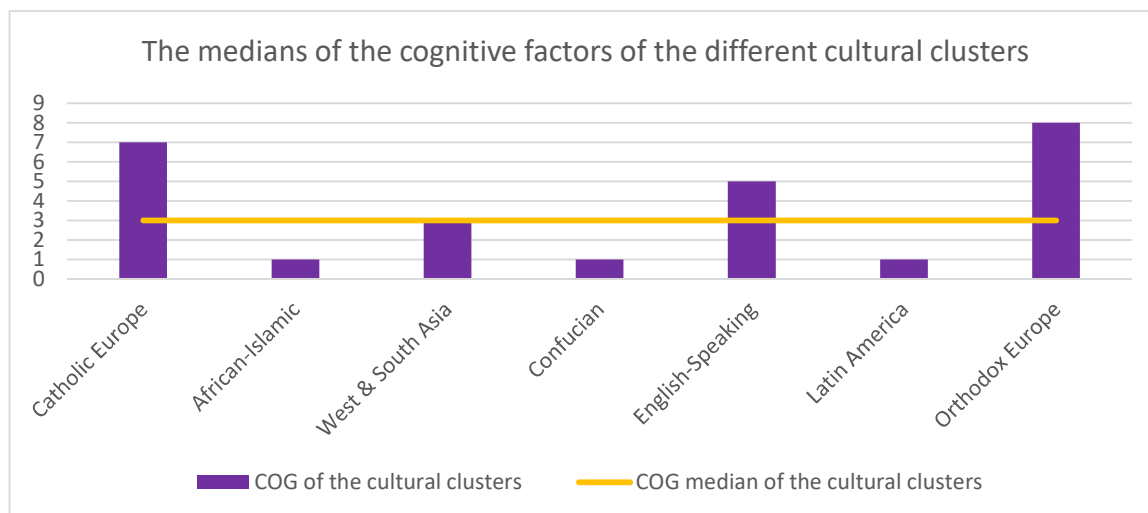


Figure 19.: The medians of the answers given to the questions targeting COG factors, by cultural clusters

Source: own edition, based on my survey data results

In case of the motivational features the median of the tourists' answers was 5, which means that they agree with the fact that the Hungarian staff of their hotels enjoy socializing with individuals from their cultures and they could easily accustom to the conditions of their countries. Most of the cultural clusters did not even show extremities in this question group, (as we can see in *Figure 20*), except the Cambodian participant who was pessimistic about the Hungarian's willingness about adaptation to his culture; he marked 1,5. The representatives of the Latin American and Orthodox European countries marked 2 and 2,5 in connection with the MOT features.

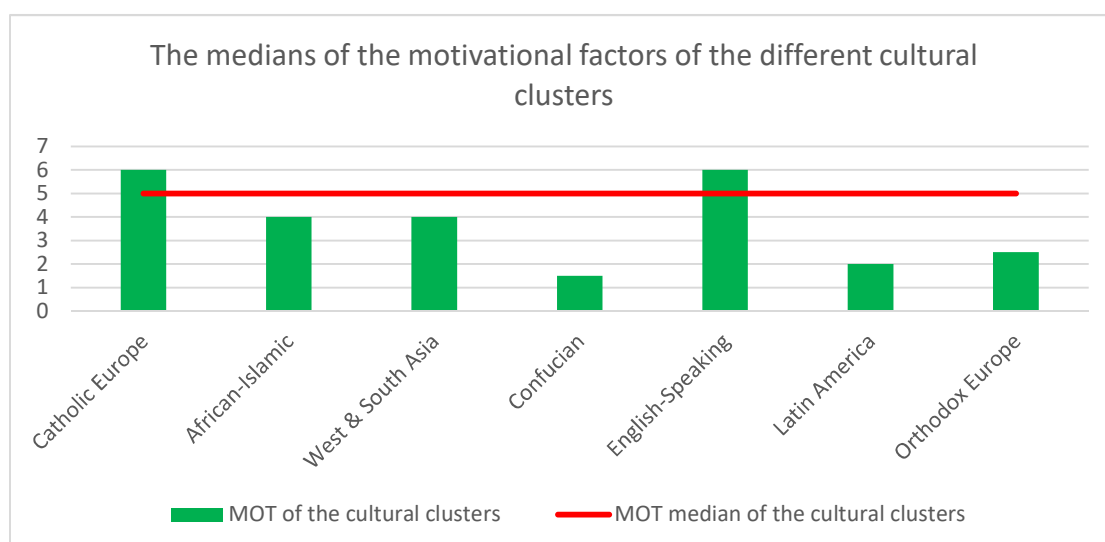


Figure 20.: The medians of the answers given to the questions targeting MOT factors, by cultural clusters

Source: own edition, based on my survey data results

The BEH component group of the survey received a median of 4 from the respondents, as seen in *Figure 21*. This means that the respondents were neutral about the Hungarian staff purposely changing their verbal and non-verbal behavior when communicating with the foreign guests. The representatives of the Confucian and the Latin American cultural clusters both strongly disagreed with the fact that the staff of the hotels would adjust their behaviors when addressing them, while the Ukrainian respondent representing the Orthodox European cluster strongly agreed with the same statement.

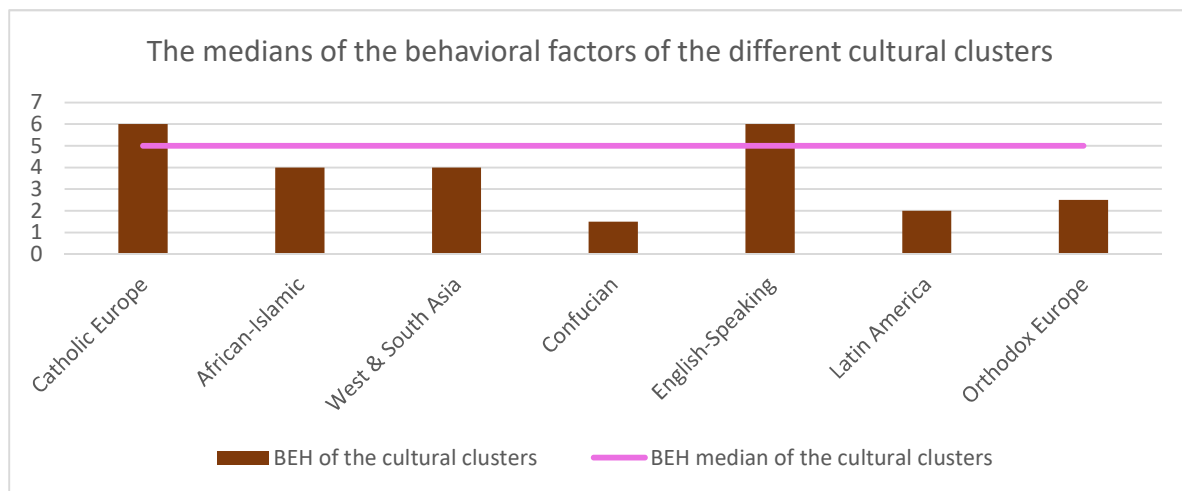


Figure 21.: The medians of the answers given to the questions targeting BEH factors, by cultural clusters

Source: own edition, based on my survey data results

In the last, qualitative part of the survey the international tourists could tell about the incidents that happened to them in the Hungarian hotels and express the main reasons of that incidents. Altogether the 41 participants reported 16 problems. To be able to provide fair data about the distribution about these problems between the cultural groups, I made percentage ratio calculations. This way we can see the percentage of the problems happened to the representatives of the different cultural clusters, let alone the fact that different numbers of participants filled the survey from each clusters. As seen in *Figure 22*, 43% of the problems were reported by tourists from West and South Asia, 26 % of the complaints came from Catholic European travelers, 24% of the incidents were reported by the inhabitants of African-Islamic countries and 7% by the citizens of English-Speaking countries.

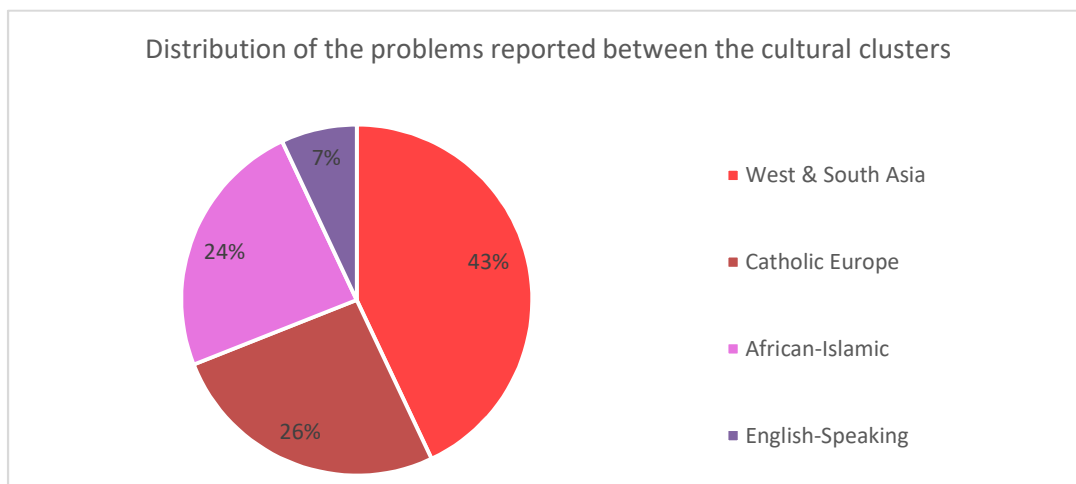


Figure 22.: The distribution of the 16 problems reported, by cultural clusters
Source: own edition, based on my survey data results

We also know the main cultural reasons of these problems. As *Figure 23* shows, 41% of the incidents sourced from the communication style (e.g. volume of speaking, tone etc.). 35% of the problems were in connection with the eating habits (e.g. way of eating, usage of cutleries, nature of favored food etc.). 6% of the incidents happened because of religious reasons and also 6% happened because of the way of dressing. 12% of the respondents claimed that they had conflicts with the Hungarian staff of their hotels because of other reasons.

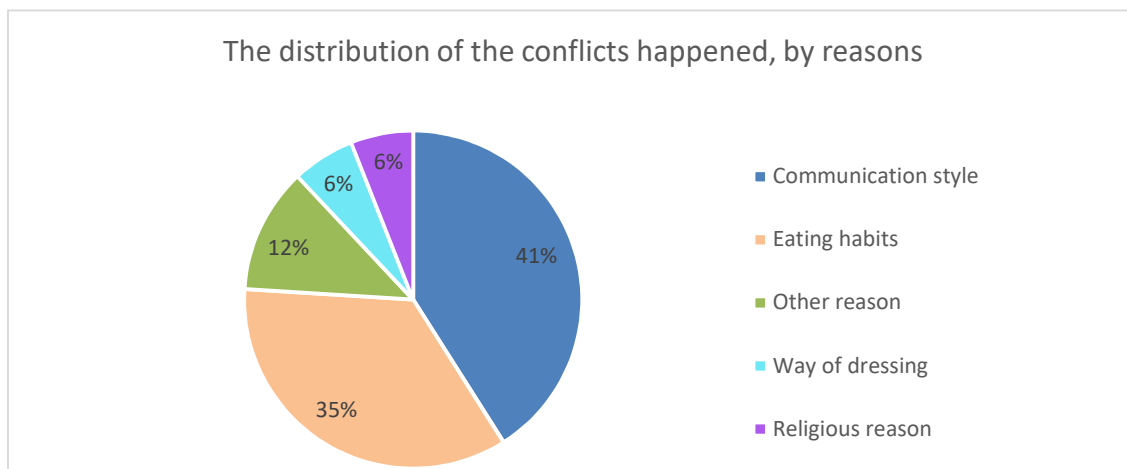


Figure 23.: The distribution of the problems reported, by different cultural reasons
Source: own edition, based on my survey data results

I would like to mention some interesting incidents from the reports of those who described their “other” types of problems. A French participant reported that Hungarians lack human warmth, they are not involved in their work and act like robots. This can source from the significant differences of Masculinity and Indulgence indexes between the 2 countries. Hungary (88) is much more Masculine than France (43); we focus on our job and we perceive it more

as a competition, while French people concentrate more on the quality of time spent. Also, Hungary (31) is more Restrained than France (48) which means that we tend to be less relaxed, while French people like to enjoy life more. A Palestinian respondent also mentioned that the hotel staff focused more on getting the job done rather than socializing with him. Although, this person highlighted that he is definitely okay with this kind of behaviour. When he asked them, they guided him in the right way, so he was satisfied. A Latvian respondent mentioned that Hungarians are closed, do not like chatting and they are even rude sometimes.

A Tunisian participant mentioned a really serious case in connection with racism unfortunately. The Hungarian staff of his hotel did not know that he understands Hungarian and they talked in the disrespectful and racist way about him. Racism is serious global problem nowadays which I am really sorry about. It is not a cultural phenomenon but a learnt pattern, a whole different topic indeed. My Mexican respondent also stated that the Hungarians she met were really racist and intolerant. 1 person from Lebanon also mentioned that Hungarians do not welcome people from other countries. According to him, whenever the local people heard that he is not Hungarian, they started to behave weird and their behaviour and attitude completely changed.

A student from Vietnam complained about the nonverbal behaviour and gestures of Hungarians. According to her, sometimes the hotel staff was really aggressive, for example when the housekeeping wanted to enter her room early in the morning with loud knocking, or even without permission. This can source from the huge differences of Individualism and Masculinity between the 2 cultures. Hungarians (80) are Individualist, while Vietnamese (20) are Collectivist. In Vietnam people care more about their environment, not only themselves. Same for the Masculinity. Hungary (88) is Masculine, we just focus on the work to be done, anyhow, while Vietnamese (40) do not see life as a competition for the benefits. My Ukrainian respondent also complained about some weird behaviours: some Hungarians were rolling their eyes when she told them that she does not speak Hungarian.

A Spanish respondent mentioned that he found it really weird how the Hungarians don't respect lines at the supermarket. He described that if a new cashier opens, the last person in the line could run to get first instead of respecting the line position of others. He also mentioned that Hungarians seem to be pretty aggressive drivers, at least in Budapest. This definitely happens because of the huge gap between the Masculinity values of the 2 countries. Spanish people with a Masculinity index of 42 do not perceive life as a competition, while Hungarians (88) would definitely fight for anything they can.

While a Turkish respondent complained about the poor English knowledge of his hotel staff, a Belgian stated that Hungarians speak nice English and one of my Vietnamese respondents also complimented the polite style of the e-mails she received from her hotel. A Slovakian respondent claimed that all of the Hungarians she met became good friends of her. A tourist from the USA claimed that he was very pleased with all of his experiences and he did not have any problem.

To measure the cultural differences in total between Hungary and some other countries, I chose my Slovakian participant who was really satisfied with her stay and 2 respondents from much more problematic countries: India and Tunisia. To give a numeric measure to these countries I added up all their scores got from Hofstede's dimensions. This way the score of Hungary was 385. The Slovakian respondent who was quite satisfied with the service of the Hungarian staff, received a similarly high value: 408. On the other hand, the 2 problematic countries received lower scores: India 298 and Tunisia 225. Based on this I assume that the probability of incidents to happen between the citizens of 2 specific nations is positively dependent on the cultural difference between them.

Finally, I wanted to know if having problems and conflicts between people with different national backgrounds is connected to their age and sex or not. To test the significance between these 2 factors, I applied a one-way ANOVA (Analysis of variance) test.

“A one-way ANOVA is a type of statistical test that compares the variance in the group means within a sample whilst considering only one independent variable or factor. It is a hypothesis-based test, meaning that it aims to evaluate multiple mutually exclusive theories about our data.” (technologynetworks.com, 2021)

For this test I divided the respondents into 4 groups based on the generations they represented (the Baby Boomers, Generation X, Generation Y and Generation Z) and I also sorted them according to their sex. As *Appendix 9* shows, the ANOVA test did not show any significant relations neither between the participants age groups nor their sex and the number of problems they reported ($0,263 > 0,01$, $0,589 > 0,01$). What is more, neither the Welch test nor the Brown-Forsythe test supported the idea of any significant connection being present between the “generations”, “sex” and “number of incidents” variables. The Tukey's HSD Post-Hoc test did not show any significant difference between the factors as well. The lowest value of significance showed is 0,398 between variables, which is still quite far from being significant. According to this information my hypothesis which assumes that “Different generations perceive and overcome intercultural differences in different ways.” does not seem to be right.

1.1.1 Results of the survey for hotel workers

The survey for hotel workers was filled by 61 participants, 68% female and 32% male. As we can see in *Figure 24*, 5% of the respondents belong to the Baby Boomers generation, 13% belong to the Generation X. The minority of the respondents, 69% belong to the Generation Y and the remaining 13% belongs to Generation Z, according to the generation classification of The Center For Generational Kinetics (2021).

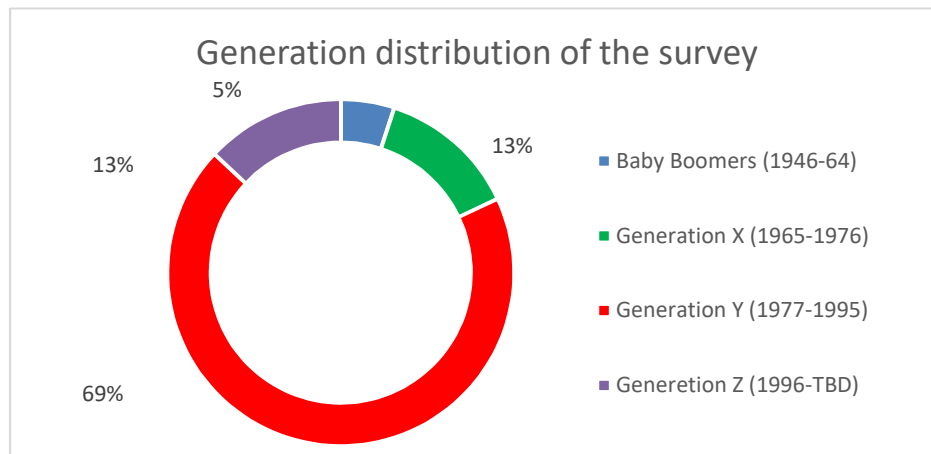


Figure 24.: The generation distribution of the respondents of the hotel worker survey
Source: own edition, based on my survey data analysis

As for the education of my respondents, 76% claimed that they attended higher education. 40% went to college and 36% went to university. As for the others, 12% attended secondary grammar school, 10% went to vocational high school and 2% own a National Qualification Registry degree. The educational distribution of the respondents can be seen in *Figure 25*.

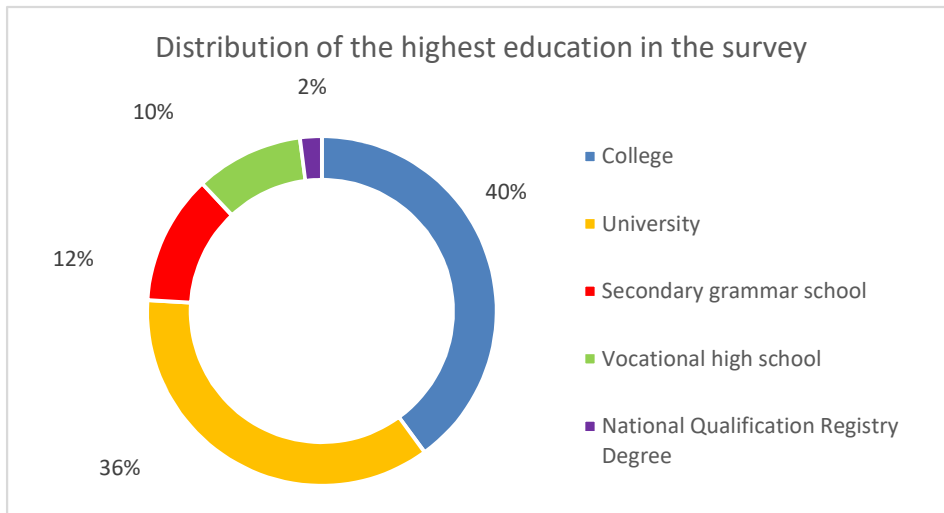


Figure 25.: The distribution of the highest education types the participants of the hotel worker survey attended
Source: own edition, based on my survey data analysis

I also found out that the participants of the survey spent an average of 12 years in the hotel industry. Although this data is not so informative because each participants are in different ages and started their work at different times. In *Figure 26* we can see how many years the different generations spent in the hotel industry in average. The declining function clearly shows that as the age of the participants declines, the number of their years spent in the hotel industry declines as well, so there is a linear relationship between the 2 factors. Actually many participants of my survey reported that they are working in the hotel industry since long time, without any break, which means that working in the Hungarian tourism industry is a satisfying job and my participants did not run away from it.

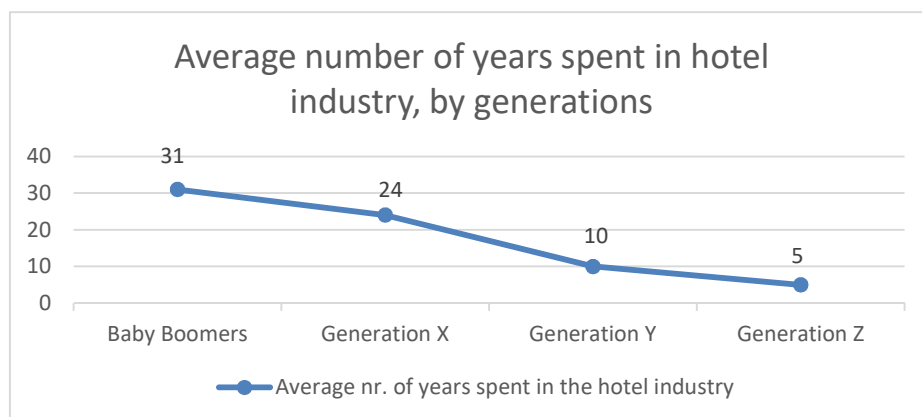


Figure 26.: The average number of years spent in the hotel industry, by generations
Source: own edition, based on my survey data analysis

I also asked my respondents about the size of the hotels they worked/are working for. For the classification of the hotels by size I used the classification system of Györfy (2004). According to that, 54% of the respondents claimed that they worked for “small hotels” which have 11-150 rooms, as we can see in *Figure 27*. 24% worked for “medium size hotels” which have 151-299 rooms and 22% of the respondents worked for hotels which have 300-600 rooms. These are called “large hotels”. We also know that almost the quarter (24%) of the respondents worked for 5-star hotels and 76% worked for 4-star hotels.

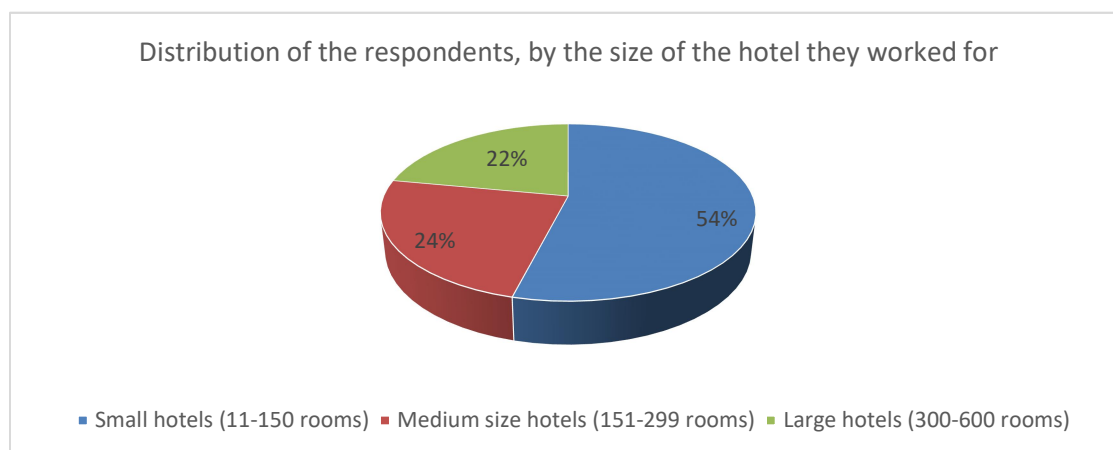


Figure 27.: The distribution of the respondents, by the size of the hotels they worked for
Source: own edition, based on my survey data analysis

Almost all departments of a hotel represented themselves in my research, as we can see in *Figure 28*. It is a really beneficial situation because we will get a highly realistic picture. What is more, as the majority of the respondents (38%) worked at the reception, where they have personal contact with the guests, I received several personal stories from them. As *Figure 36* shows, the further distribution of the respondents looks like: 26% worked for the sales department, 12% at the event coordination, 11% at the hotel restaurants. Furthermore, 2-2% claimed that they worked at the wellness department, marketing, technical maintenance, housekeeping and HR. 3% worked for other departments.

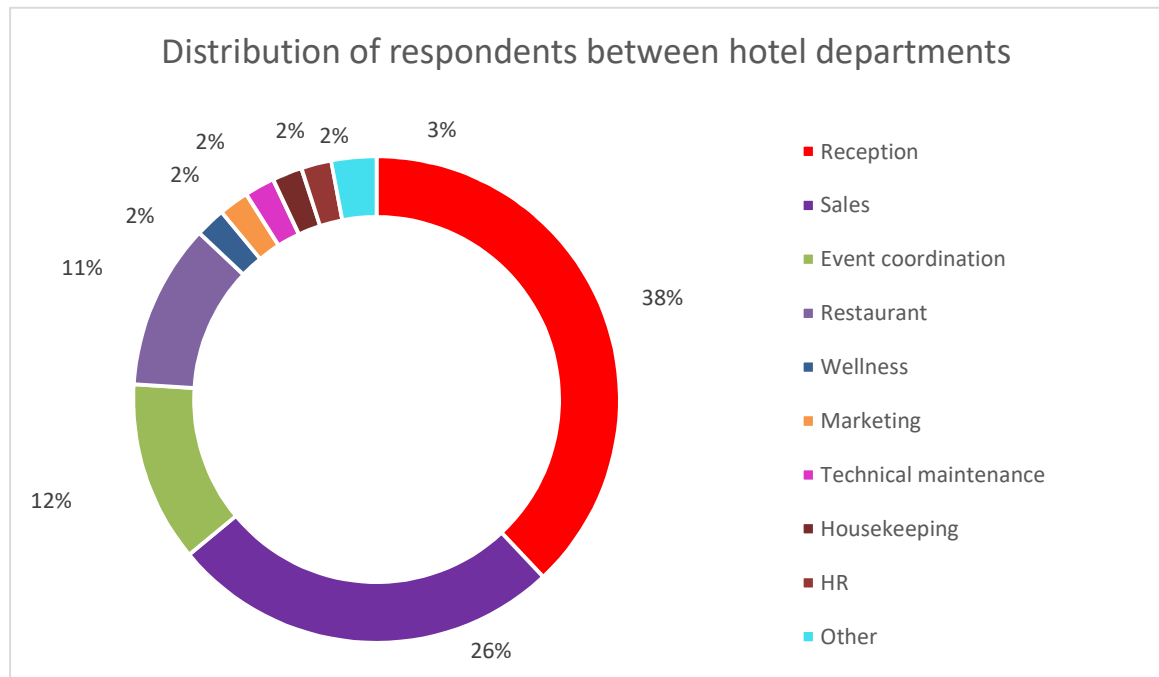


Figure 28.: The distribution of the respondents of the hotel worker survey, by departments they worked for

Source: own edition, based on my survey data analysis

According to the perceptions of the respondents, the rate of the international guests in their hotels is 84% in average, which is a quite high ratio, as seen in *Figure 29*. More than one quarter (28%) of the respondents claimed that their international guests are more than 90%, 23% claimed that there are around 90% internationals in their hotels and also around one quarter (26%) stated that the rate of international guests is around 80% in their working place. The remaining quarter of the participants reported less than 80% of international guests rate or they did not know any information about the international guest ratio in their hotels. Also 80% claimed that they get in personal touch with international guests on a daily basis. From the remaining 20% 15% said that they talk to international guests 1-2 times weekly and 5% stated that they talk to internationals less than monthly.

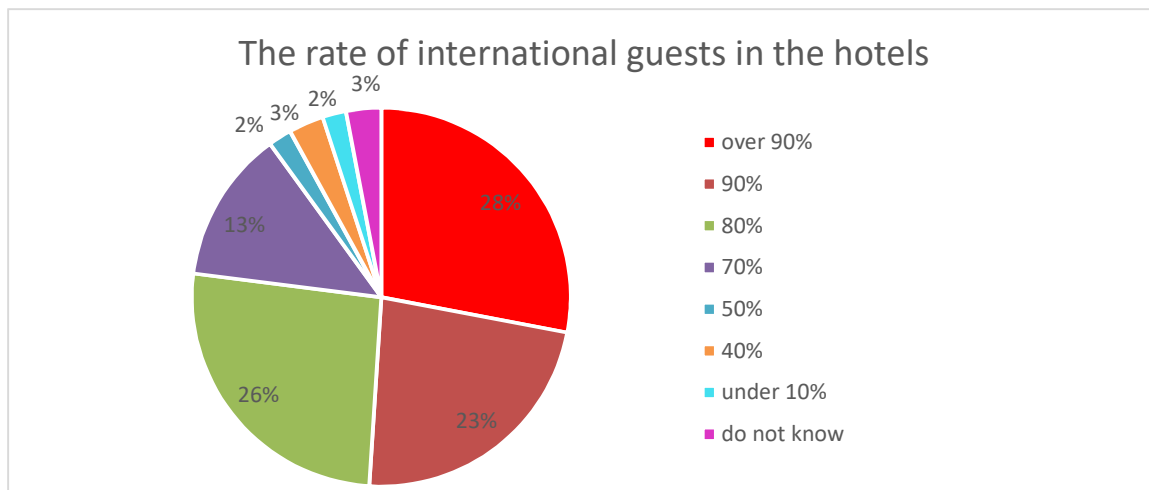


Figure 29.: The rate of international guests in the hotel of the respondents
Source: own edition, based on my survey data analysis

As I mentioned before, 97% of the hotel workers who participated my survey speak English. Other widely spoken languages are German (52%) and Italian (18%) and some respondents speak Romanian, Spanish, French, Latin, Russian and Greek languages as well.

As for the nationalities of the foreigner guests, countries were mentioned from all of the inhabited continents. All of the nationalities listed in Figure 6 were mentioned by the respondents, furthermore some additional countries: Egypt, the United Arab Emirates, Mexico, Venezuela, Albania or Algiers.

In the upcoming parts I would like to analyse the survey adopted from the Cultural Intelligence Center, accompanied by a 7-grade Likert scale. To analyze the reliability of the scale I determined the Cronbach's Alpha of each question groups (meta-cognitive, cognitive, motivational and behavioural), using SPSS analysis. First I tested the reliability of the MC features with the help of Cronbach's Alpha. As *Appendix 10* shows, the numerical value of it is quite high (0,922) without removing any items from the 4 survey questions. This means that the correlation among these survey questions is significant. According to George and Mallery (2003), the 4 MC items can be excellently used as a scale.

After applying the same analysis for the cognitive elements of the survey, I could see that the Cronbach's Alpha of them was quite high (0,857), although it could be further improved by deleting the COG2 item, as shown in *Appendix 11*. After deleting the item coded as COG2, the Cronbach's Alpha of the cognitive elements improved to 0,868 and the reliability analysis showed that it could not have been improved further by deleting any more elements. The remaining 6 cognitive type of questions form a perfect scale and the questions are reliable.

As for the motivational elements, the Cronbach's Alpha showed a quite high result (0,853) after the first testing. As *Appendix 12* shows, this value could not even be improved further. The elements belonging to the MOT group are reliable and can be perfectly used as a scale.

Finally, I applied the same testing method to the behavioral elements of the survey, coded as BEH. The value of the Cronbach's Alpha among these elements was quite high as well (0,910), furthermore I could see that this value cannot be further improved by deleting any BEH components (as seen in *Appendix 13*). The motivational factors can also be used as a scale during the further analyses.

After finding out that all of the 4 question groups with different psychometric properties can be used as scales, I still wanted to investigate the nature of relationship they have between each other, just as I did previously with the tourist survey results. To determine the correlation between the meta-cognitive, cognitive, motivational and behavioral elements, I used Pearson correlation. As we can see in *Appendix 14*, the Pearson's correlation coefficient is quite high applied to every possible connections among the 4 elements. Actually the lowest coefficient among all the connections is between the MOT and the COG factors (0,463), but it still shows a medium correlation. Hence, all the question groups in this survey are strongly connected with each other. The strongest connection showed by the Pearson's correlation coefficient is 0,669 between the BEH and the COG elements, which means that those hotel workers who reported significant behavioral features, would have high volume of cognitive skills as well. Another strong correlation between the BEH and the MOT factors shows that those workers who claimed that they have nice behavioral skills will have strong motivational features as well, with 67% possibility.

After recognizing the above analyses and deleting the non-relevant data from my survey results, I am able to provide a report about the perceptions of the hotel workers survey's participants. In the first question group, targeting the MC features, the median of the answers is 5 altogether, which means that the hotel workers "somewhat agreed" with the statements that they possess a cultural knowledge and they even use and adjust it when interacting with the international guests. Of course interpreting a general median does not give us a realistic picture about the events and practices happening in a hotel because there are some departments where interacting with the guests gets a really important role, while there are some background jobs which require less interactions with the guests. To illustrate the differences between departments, *Figure 30* displays the MC related medians of all the departments where my respondents worked. We can see that most of the departments claimed

that they use the MC features on a general level (5) but there are some outstanding medians (e.g. the wellness and the marketing departments) and some departments which stated that they did not have that significant cultural knowledge (e.g. the HR).

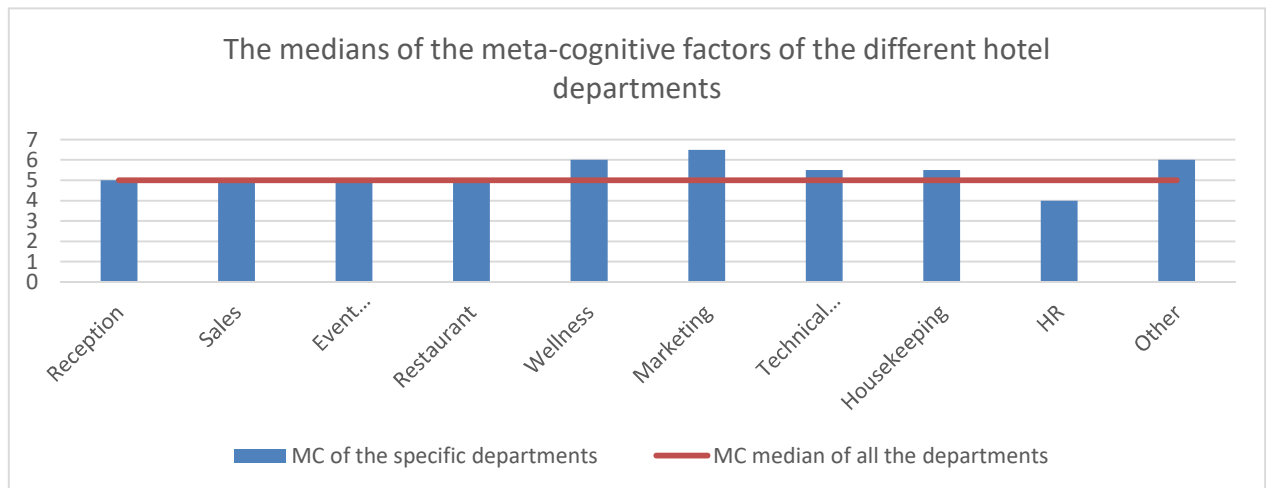


Figure 30.: The medians of the answers given to the questions targeting MC factors, by hotel departments

Source: own edition, based on my survey data results

As for the cognitive feature group, the median of the given answers is 5 as well, so the hotel workers somewhat agreed with the statement that they possess some detailed knowledge about the legal and economic backgrounds of other countries, know the marriage system of them, the religious beliefs or the commonly used nonverbal expressions. In *Figure 31* we can see the medians of the different departments. In this case the differences show up a little bit more than they do in case of the MC features. This happens because the COG features ask for some deeper level of information. We can see that there are no departments who generally classified themselves higher than 5/7 in connection with cognitive skills, but there are some departments which gave themselves a lower rate (e.g. the event coordination and the marketing). These departments do not have that strong personal relationship with the guests, so they do not even have to have a serious knowledge about the other cultures and they do not even have the continuous studying facility by talking to the guests on a daily basis and getting information and stories from them.

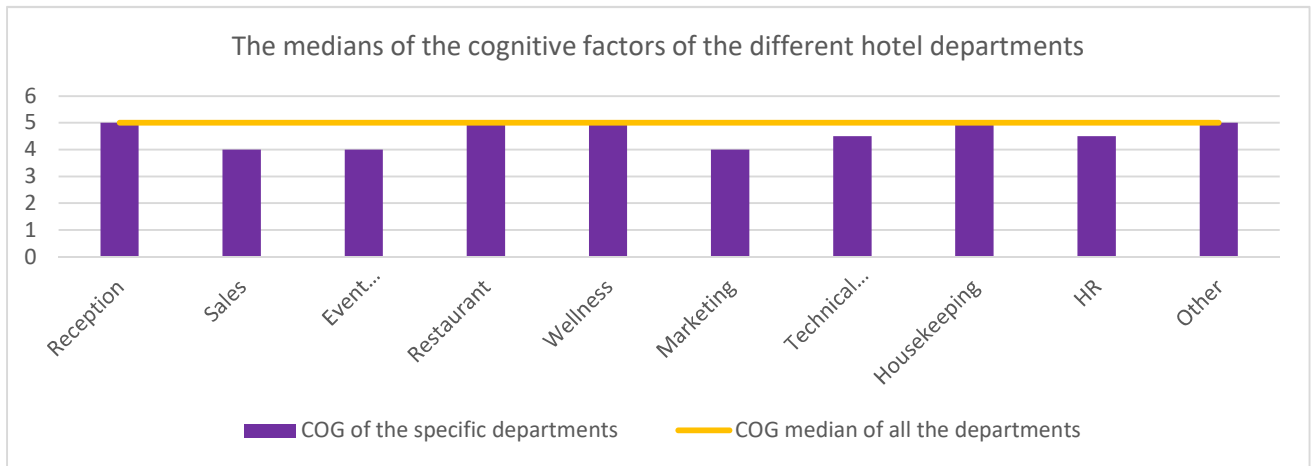


Figure 31.: The medians of the answers given to the questions targeting COG factors, by hotel departments

Source: own edition, based on my survey data results

In case of the motivational features the median of the hotel workers' answers was 6, which means that they generally agree with the statement that they enjoy socializing with individuals from other cultures and they could even be easily accustomed to different living conditions and environments. I believe that this personal features are needed to enjoy and keep jobs in the hotel industry, especially in the strongly guest related roles. In *Figure 32* we can see that the median of 6 is a really general number which applies to every departments. For the technical maintenance and the HR departments we can see some lower values; this actually happens because those respondents who work in those departments did not feel like specific questions are applicable in their case. They omitted some questions when they felt like they do not contact the guests in that aspect or they do not possess enough information and experience to answer.

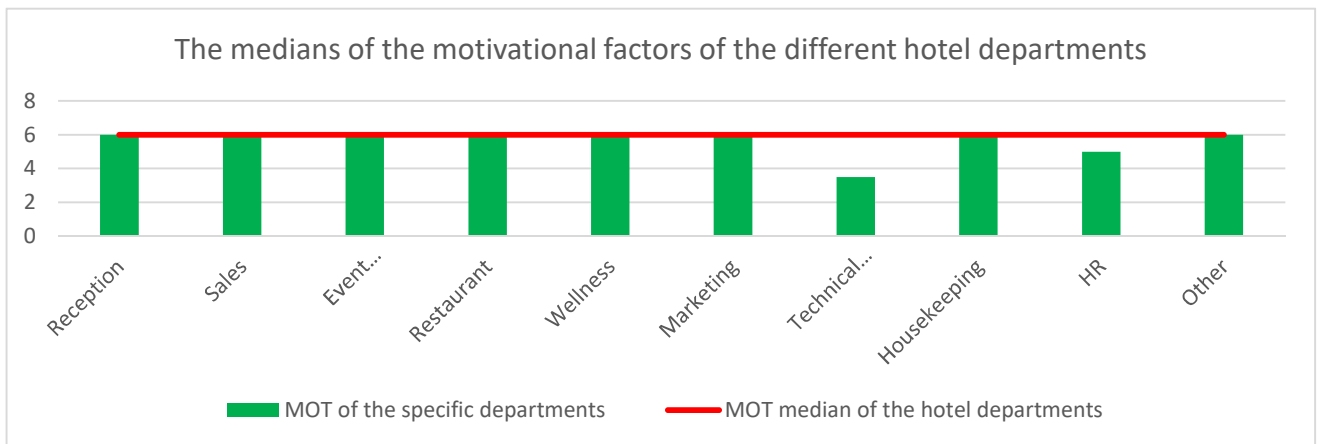


Figure 32.: The medians of the answers given to the questions targeting MOT factors, by hotel departments
Source: own edition, based on my survey data results

The answers given to the BEH component group of the survey generated a median of 5, as seen in *Figure 33*. This means that the respondents somewhat agreed that they purposely change their verbal and non-verbal behavior when communicating with the foreign guests. The participants who work in more guest related roles gave really high rates; for example the wellness and the housekeeping departments where the participants rated their BEH components with a maximum of 7. The respondents working at the reception and the restaurant also gave themselves a higher rate, while the technical maintenance could not relate to some questions in this case as well, as their job is not strongly guest related.

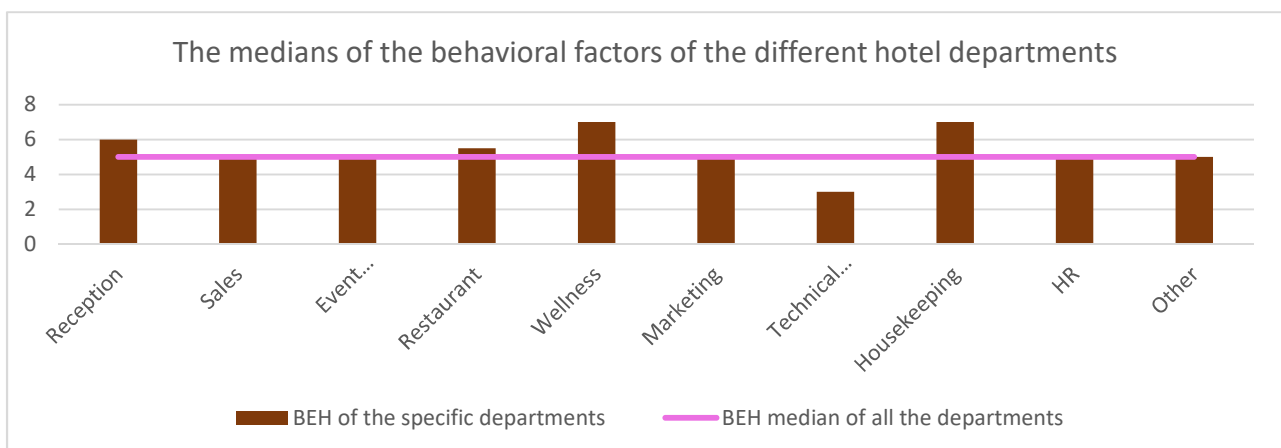


Figure 33.: The medians of the answers given to the questions targeting BEH factors, by cultural clusters
Source: own edition, based on my survey data results

In the next section of my survey I asked the participants about the intercultural trainings that they ever participated. Altogether 28% claimed that they never took part in such kind of

activities, while the remaining 72% stated that they have intercultural training experiences. 87% of those who have training experiences gained it through their working places, although the remaining 13% claimed that they gathered their experiences and educated themselves independently. The events organized by the working places of the participants included: trainings which highlighted cultural differences, workshops on different languages, events where they could get known the celebrations/holidays of other cultures, a speaker from another culture/race talked about his/her experiences, workshops which highlighted the prejudices being present at their subconscious, presentations which focused on the verbal and nonverbal communication between cultures, workshops on diversity, etc. Those participants who claimed that they educated themselves in the topics of diversity and the professional methods of dealing with the cultural differences mentioned the following self-educational methods: exchange semesters in countries with different cultural background during the university years, voluntary work in other countries, online training about the traditions of other cultures, language schools, own researches on the history, behavior and shopping habits of other nations, reading articles on racism, ethics courses. One participant highlighted that the presentations of the Hungarian Hotels & Restaurant Association (HH&RA) are very useful for this purpose.

I wanted to get a glimpse about how the participants see the attitude of their hotels towards the intercultural education of the workers. For this purpose I created a survey by myself. I collected ideas from the publication of Kotsaga (2015) for the questions. For the evaluation system, I used the same 7-grade Likert scale that I used before. The coding of the questions can be seen in *Table 3*.

Table 3.: The coding of the questions used in my hotel worker survey, for the easier understanding of my upcoming explanations

hotel1	The hotel welcomes staff of other nationalities / cultures.
hotel2	The hotel staff does not shy away from foreign guests.
hotel3	The hotel also employs staff of other nationalities.
hotel4	You can contact an expert within the hotel if you have any questions or incidents with international guests within the hotel.
hotel5	Communicating with foreign guests, making their time spent in the hotel pleasant is not a particular problem for the hotel staff.

Source: own edition, based on my survey for hotel workers

In the followings I will analyze if the questionnaire that I created can be nicely used as a scale or not, with the help of SPSS methods. After coding the questions properly I ran a reliability analysis and I found out that the Cronbach's Alpha of the questionnaire was actually too low

(0,375), although, as seen in *Appendix 15*, it could have been improved further by deleting the item coded as hotel4.

After deleting the element coded as hotel4, I realized that the value of the hotel attitude questionnaire's Cronbach's Alpha can even be further improved, as *Appendix 16* shows. After deleting the element coded as hotel5 as well, the Cronbach's Alpha developed to 0,486 and it could not be improved further by deleting any more elements. Unfortunately the Cronbach's Alpha is unacceptable under the value of 0,5, which means that the above described questions do not investigate the same problem. I cannot use them as a scale in the followings.

Although the questions cannot be analysed as a scale, I can still present the results about how the hotel workers answered the different questions about their hotels. As seen in *Figure 34*, the hotel workers were quite satisfied with the attitudes of their hotels. The answers given to the question coded as hotel1 showed somewhat positive attitude from the side of the hotels to hire international workforce, although the answers given to hotel3 show that there are actually not a lot of internationals working in the Hungarian hotel industry. The questions coded as hotel2 and hotel5 provide answers that maximally ensure us that communicating with foreign guests, making their time spent in the hotels pleasant is not a particular problem for the hotel staff, they are totally ready for this challenge. The answers given to the question coded as hotel4 also show positive attitude towards having professional personnel for the support of any questions or problems which arise in connection with diversity.

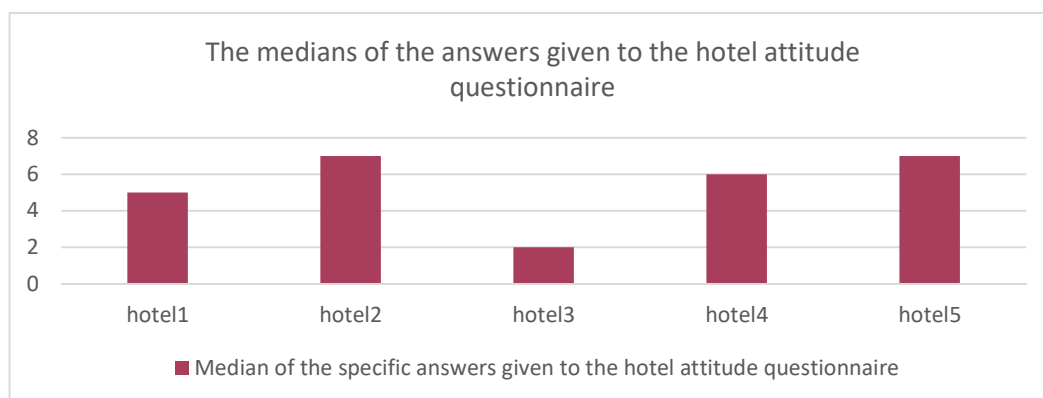


Figure 34.: The medians of the answers given to the questions targeting the attitude of the hotels towards international guest
Source: own edition, based on my survey data results

I also wanted to find out if the trainings attended by the specific attendants of the hotel survey is in connection with the answers given by them to the questions targeting the different psychometric properties: the meta-cognitive, cognitive, motivational and behavioural features.

For this investigation I used one-way ANOVA (Analysis of variance) test. I set of a variant which notes if the specific attendants of the survey ever participated in diversity trainings or not, including the self-educational methods. I tested this variant with the means of all the answers given by the same specific respondents for the questions of the survey adopted from the Cultural Intelligence Center. As *Appendix 17* shows, the one-way ANOVA test pointed out that there is a significant relation between the fact that the attendants participated in trainings and the CQ of them. ($0,01 < 0,05$). Also the Welch test (0,021) and the Brown-Forsythe test (0,021) supported the idea of a significant relationship being present between the 2 factors. According to this result, my hypothesis which assumes that “Those hotel workers who attended trainings to improve their cultural awareness and ethics have fewer affairs reported cases of intercultural inconveniences during performing their job.” seems to be right.

In the end of this survey I made space for telling some personal stories as well. Here next to telling negative events I also encouraged my respondents to tell about their positive experiences with the guests. First of all I would like to describe some negative events mentioned, than close my analysis with some positive experiences.

Among the negative experiences there are some language barriers which ended up in negative events, or for example one respondent was just feeling bad after she did not manage to explain some really uncomplicated things for an Arabic guest, because he did not understand English well and she did not speak Arabic. One respondent highlighted that the French, Indian and the British guests are very pretentious when it comes to problems or incidents. Another participant mentioned that an American guest stated that it is the hotel staff's fault that he was not told to validate his metro ticket in the city, and for this reason he was fined.

A respondent mentioned some sexual harassment from the side of a drunk German businessman, although there was not any serious consequences, according to her. Another hotel worker reported that it was quite hard to make an Israeli guest understand that he cannot cook with his own hot plate in the hotel room.

I received some report about an American guest who was fighting with the receptionist girl 20 minutes long, although he was the one who made a mistake in connection with his booking. Some Russian guests also forgot to order pick-up to service to the airport and they blamed the hotel staff for it, although in this case they were successfully “compensated” with a room upgrade, according to the participant of my survey.

One person described that most of the Israeli guests are strangely loud and aggressive, they seem to shout all the time. Although my respondent mentioned that the workers of his hotel

often accustom their style to the behaviour of these guests, and this time the change is obvious: the Israeli guests are much friendlier and less contemptuous. This respondent mentioned that the same case applies to Indians. There was 2 other respondents who had very positive opinion about Israelis: these respondents both stated that the Israeli people are one of the most friendly and happy guest types.

One participant mentioned that the Indian people do not seem to respect the private space.

Finally I would like to share some positive experiences as well. One person mentioned that a Slovenian lady was searching for extra large swimsuit and they showed it for her in their shop. The lady was very happy about the swimsuit and the friendly service as well, so since that she buys the new model from the hotel's shop every year.

Some guests were really happy with the restaurant recommended by the front desk staff and their feedback caused a nice feeling for the hotel workers as well. Some other, British guests were also happy with the recommendations and the friendly and helpful service received in the hotel. Another respondent mentioned that a Spanish lady was very happy about the help she received on the usage of the technical equipment of the room.

There was another case with an American guest where the reception made the mistake in connection with the airport pick-up and my respondent stated that the guest had every right to freak out, although he did not. This was a very nice act from his side and the reception was very grateful to him.

A British guest was really happy with the decoration and flowers that the hotel staff arranged for his boss in the room, and later they received thanks from the side of that specific guest and the boss as well. There was a case as well where the German dad was very frustrated and angry about the circumstances of his daughter's wedding reception organised in the hotel, but after some time spent with him and talking about his worries, he could release his stress and be positive and happy again.

There was a hotel director among my participants as well and he stated that all his workers are well prepared for any events and intercultural affairs happening in the hotel because they take care about educating them. He informed me that there is an online system of the hotel where the workers can read and learn about the cultural features of other nationalities and the effective negotiation techniques with them.

As my scientific analysis showed before, the nationalities of individuals and the number of problems they reported do not correlate. These stories also support the same idea; we could read very positive and very negative comments about the same nations. I believe that the per-

sonal contacts in the tourism industry and all of the professions which require human contact have to follow the universal rules of kindness from the guest side and especially from the host side, as we are the providers. Patience, honesty and goodwill always pays off.

Altogether I can say that I received much more stories about positive experiences than about negative ones. I do not know if it happened because of the solidarity of the respondents, although I do not think so, because many of them mentioned that they had negative experiences, but they do not remember exactly, they just remember the positive ones. Well, I do hope that these positive events continue giving joy and passion for the Hungarian hotel workers and I wish them success in connection with their job and providing quality services for all nations of the world.

CONCLUSIONS

In summary, the purpose of this research was to investigate the cultural differences and explore how they are handled and dealt with in the hospitality industry, which is a very important stage of international and intercultural interactions nowadays.

For the most effective information collection I defined Hungary as the host area, and I analysed as much international tourists arriving to Hungary with touristic purposes as possible.

To find out how to measure the cultural differences and which cultures are significantly different from the Hungarian culture I followed the work of the Dutch social psychologist Geert Hofstede, while to define similar cultural groups and arrange the several nationalities in question I applied the Inglehart–Welzel cultural map of the world, implemented by World Values Survey. To find out that from which significantly different cultures do the most people arrive in Hungary with touristic goals, which particular geographical areas of Hungary receive the most international tourists with a significantly different cultural background and other important demographical data I used the database of the Hungarian Central Statistical Office.

With the combined usage of the above described methods I identified and analysed the most important tourism supplier countries of the Central Danube Area and the capital of Hungary. This analysis could provide a somewhat detailed picture about the features of all existing big cultures of the world.

After collecting and acknowledging all the materials in the analysed topic, I implemented my own quantitative research. I investigated the event of cultural interactions from both sides; the hotel workers' side and the tourists' side.

My research had limitations. Just to mention some examples: The phenomenon I was interested in is not widely researched – there are not a lot of existing literature on it. It was also hard to reach out to tourists and especially hotels in a pandemic situation – as the tourism industry has several participants anyways, I did not collect enough respondents for my research to be representative. Even from some cultural clusters I had just 1 participant which does not provide a realistic picture about a whole culture. Finally, I just asked 4 and 5 star hotels. I believe that in commercial accommodations with lower rating the diversity education has also lower quality – that assumption provides base for further research in future.

After analysing the answers collected from tourists, I found out that the most possible situations and events which may create tension or discomfort in connection with intercultural travels are in connection with the communication style, eating habits, way of dressing etc. Surprisingly it turned out that the humanity factor and kindness are very important according to the guest experience: it can even overwrite the cultural differences.

According to the different nationalities' descriptions about the number and nature of incidents happened to them, I found the following results:

1. My first hypothesis which assumed that "The bigger the cultural difference is between the two specific countries based on Hofstede, the bigger the chance is for problematic intercultural situations to happen." seemed to be right. I got this result from the descriptive parts of my surveys, where it turned out that individuals with the same national background can have very different experiences. The number and nature of incidents depends more on the personality, not the nationality.
2. My second hypothesis which said that "The specific cultures empathy factors can affect the magnitude and nature of the tension sourced from problematic intercultural events." seemed to be right as well. Intercultural interactions can be managed with empathy only and different nations show different empathy patterns.
3. My third hypothesis which expected the idea that "Those hotel workers who attended trainings to improve their cultural awareness and ethics have higher cultural intelligence and have less intercultural inconveniences during performing their job." seemed to be totally right, so according to this research the intercultural trainings applied in hotels are absolutely useful.
4. My fourth hypothesis "Different generations perceive and overcome intercultural differences in different ways." Was not proved. According to my analysis neither the age, nor the sex of the participants affect their ability to overcome intercultural differences. It rather relies on the personality of individuals and humanity factors.
5. 28% of the participants of my hotel worker survey did not attend any diversity-related trainings. This is a point where some Hungarian hotels definitely have to improve; organize more trainings and encourage their employees to attend them.
6. The questions investigating the cultural intelligence of the Hungarian hotel workers received the same answers from the tourists and the hotel workers themselves. It means that the Hungarian hotel workers perceive their strengths and weaknesses realistically, which is really useful for the future improvements.

REFERENCES

- Bátor, A. (2007): A vendéglégedettség és a lojalitás kapcsolata a kereskedelmi bankok szférájában a lakossági piacon. Available at: www.ilex.efe.hu/PhD/ktk/batora/disszertacio.pdf [03/01/2021]
- Cantril, H. (1957): Perception and interpersonal relations. *The American Journal of Psychiatry*, Vol. 114, pp. 119–126.
- Croucher, S. M. et al. (2017): Religion, Culture and Communication. Available at: www.oxfordre.com/communication/view/10.1093/acrefore/9780190228613.001.0001/acrefore-9780190228613-e-166?print=pdf [02/11/2021]
- Enomoto, C. & Geidler, K. R. (2017): Culture and Plane Crashes: A Cross-Country Test of The Gladwell Hypothesis. Available at: www.researchgate.net/publication/322294368_Culture_and_Plane_Crashes_A_Cross-Country_Test_of_The_Gladwell_Hypothesis [02/15/2021]
- Foley, R. A., & Mirazon Lahr, M. (2011): The evolution of the diversity of cultures. *Philosophical Transactions of the Royal Society B: Biological Sciences*. Available at: www.doi.org/10.1098/RSTB.2010.0370
- Ghemawat, P. & Reiche, S. (2011): National Cultural Differences and Multinational Business. Available at: www.aacsb.edu/~media/AACSB/Publications/CDs%20and%20DVDs/GLOBE/readings/national-cultural-differences-and-multinational-business.ashx [02/15/2021]
- Hofstede, G. (1991): *Cultures and Organizations: Software of the Mind*. London: McGraw-Hill. ISBN: 1861975430
- hofstede-insights.com, (2021). Available at: www.hofstede-insights.com
- Horváth, G. (2019): The role of satisfaction in the hotel sector. In: II. International Tourism Marketing Conference, University of Pécs, Department of Economics, Marketing and Tourism Institution. Pécs: Kontraszt Kft. ISBN: 978-963-429-388-0
- Korjala, V. (2012): Cultural diversity in hospitality management – How to improve cultural diversity workforce. Available at: www.theseus.fi/bitstream/handle/10024/55331/Korjala_Veera.pdf [02/10/2021]
- Lőrincz, K. (2020): Cultural Tourism. Available at: www.gtk.uni-pannon.hu/wp-content/uploads/2020/12/Cultural_Tourism_Katalin_Lorincz.pdf [03/21/2021]

- Minkov, M. and Hofstede, G. (2011): The evolution of Hofstede's doctrine, *Cross Cultural Management: An International Journal*, Vol. 18 No. 1, pp. 10-20.
- Nagy, Sz. (2016): a vendéglégedettség mérése a szállodaiparban. Available at: http://real.mtak.hu/36505/1/A_vevoelegedettseg_merese_a_szallodaiparban_u.pdf [03/02/2021]
- Norzaidi, M. D. (2018): Satisfaction and Service Quality of Using High-Speed 4G Wireless Broadband in University Campus. Available at: www.researchgate.net/publication/327202935_Satisfaction_and_Service_Quality_of_Using_High-Speed_4G_Wireless_Broadband_in_University_Campus [02/09/2021]
- Ponto, J. (2015): Understanding and Evaluating Survey Research. Available at: <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC4601897/> [04/08/2021]
- Raj et al. (2013): *Cultural Tourism*. Wallingford, Oxfordshire: MPG Books Group. ISBN-13: 978 1 84593923 6
- Raza, M. (2018): Impact of Hofstede's Cultural Dimensions on the Human Development Index of European Countries. Available at: [www.grin.com/document/427097#:~:text=more%20relevant%20outcomes,-,1.3%20%7C%20Research%20Aim,%E2%80%9D%20\(Hofstede%2C%202018\).&text=This%20is%20because%20this%20research,two%20different%20sectors%20of%20learning.](http://www.grin.com/document/427097#:~:text=more%20relevant%20outcomes,-,1.3%20%7C%20Research%20Aim,%E2%80%9D%20(Hofstede%2C%202018).&text=This%20is%20because%20this%20research,two%20different%20sectors%20of%20learning.) [02/09/2021]
- Reisinger, Y (2009): *International Tourism – Cultures and behaviour*. Burlington, MA: Elsevier Linacre House
- Segal, R. A. (2006): *The Blackwell Companion to the Study of Religion*. Malden, MA: Blackwell Publishing. ISBN-13: 978-0-631-23216-2
- Sutton, W. A. (1967): *Travel and Understanding: Notes on the Social Structure of Touring*. Available at: https://brill.com/view/journals/ijcs/8/2/article-p218_6.xml?language=en [02/25/2021]
- Tayeb, M. (1996): *International Management: Theories and Practices*. Printice Hall, Gosport: Pearson Education Limited. ISBN-13: 978-0273651277
- Theobald, W. F. (2005): *Global Tourism – Third edition*. Burlington, MA: Elsevier Inc. ISBN: 0-7506-7789-9
- Tylor, E. B. (1871): *Primitive Culture: Researches into the development of mythology, philosophy, religion, art and custom*. Vol. II. London: Bradbury, Evans, and Co.
- UKessays, (2018): *Analysing The Economic Impacts Of Tourism*. Available at: www.ukessays.com/essays/tourism/analysing-the-economic-impacts-of-tourism-tourism-essay.php [03/01/2021]

Van Dyne et al. (2008): Handbook of Cultural Intelligence: Theory, Measurement and Applications, Chapter 2. , pp. 16.-38. Available at: https://culturalq.com/wp-content/uploads/2019/03/Van-Dyne_Ang_Koh-Handbook-Ch-2-CQS-Scale-1.pdf
[04/09/2021]

APPENDICES

Appendix 1.: Questionnaire for international tourists who visited Hungarian hotels

What is Your sex?

- ☐ Female
- ☐ Male
- ☐ Other

Which is Your year of birth?

-- Select --

What is Your country of origin?

-- Select --

At which type of hotel did you stay in Hungary? (You can add more answers if relevant.)

- ☐ 3-star
- ☐ 4-star
- ☐ 5-star
- ☐ Other type of accommodation

At which year/years did you stay at a Hungarian hotel? Please type in. (Eg. 2012 or 2015, 2016)

The next questions will be about the staff of the hotel(s) where you stayed. Please think about any verbal (eg. conversations) or nonverbal (eg. e-mails, gestures) communication You had with the staff of your Hungarian host hotel and select the number on a 1-7 scale which best describes your opinion about them! (1=I do not agree, 7=I totally agree or 'Not applicable' if You feel like You do not have enough information about that aspect)

	1=I do not agree							7=I totally agree
	1	2	3	4	5	6	7	Not applicable
I felt like the hotel staff was conscious about the cultural knowledge they used when interacting with me. (By cultural knowledge we mean knowledge about the characteristics of cultures other than our own.)	☐	☐	☐	☐	☐	☐	☐	☐
I felt like the hotel workers adjusted their cultural knowledge as they interacted with	☐	☐	☐	☐	☐	☐	☐	☐
I think that the hotel staff members were conscious of the cultural knowledge they applied to their interactions with me. (By intercultural interaction we mean verbal or nonverbal contact with people from other cultures.)	☐	☐	☐	☐	☐	☐	☐	☐
I think that the hotel workers checked the accuracy of their cultural knowledge as they interacted with me.	☐	☐	☐	☐	☐	☐	☐	☐
I felt like the hotel workers had knowledge about the legal and economic systems of my culture.	☐	☐	☐	☐	☐	☐	☐	☐
The hotel workers knew the rules (vocabulary, grammar) of my mother tongue.	☐	☐	☐	☐	☐	☐	☐	☐
I think that the workers of that hotel knew the cultural values and religious beliefs of my culture.	☐	☐	☐	☐	☐	☐	☐	☐
I felt like the hotel stuff was aware of the marriage system of my culture.	☐	☐	☐	☐	☐	☐	☐	☐
The workers of the hotel knew the arts and crafts of my culture.	☐	☐	☐	☐	☐	☐	☐	☐
The hotel workers knew the rules for expressing nonverbal behaviors in my culture.	☐	☐	☐	☐	☐	☐	☐	☐

	1=I do not agree							7=I totally agree
	1	2	3	4	5	6	7	Not applicable
I felt like the hotel staff enjoyed interacting with me.	☐	☐	☐	☐	☐	☐	☐	☐
I think that the workers of that hotel could be confident with socializing with locals in my culture.	☐	☐	☐	☐	☐	☐	☐	☐
I feel like the staff of that hotel could deal with the stresses of adjusting to my culture.	☐	☐	☐	☐	☐	☐	☐	☐
I felt like the workers of the hotel changed their verbal behavior (eg. accent, tone) when interacting with me.	☐	☐	☐	☐	☐	☐	☐	☐
It was important for me that the workers of the hotel changed their verbal behavior (eg. accent, tone) when interacting with me.	☐	☐	☐	☐	☐	☐	☐	☐
I think that the hotel staff tried to use pause and silence differently to suit the interactions with me.	☐	☐	☐	☐	☐	☐	☐	☐
I felt like the hotel staff varied the rate of their speaking when interacting with me.	☐	☐	☐	☐	☐	☐	☐	☐
I think that the workers of that hotel changed their nonverbal behavior when interacting with me.	☐	☐	☐	☐	☐	☐	☐	☐
It was important for me that the workers of that hotel changed their nonverbal behavior when interacting with me.	☐	☐	☐	☐	☐	☐	☐	☐
I think that the hotel staff altered their facial expressions when interacting with me.	☐	☐	☐	☐	☐	☐	☐	☐

Did any inconvenient intercultural experience happen to you during your stay at a Hungarian hotel, sourced from the above reasons (either with negative or positive outcome)? (You can choose more options if relevant.)

- ☐ Religious reason
- ☐ Way of dressing
- ☐ Communication style (eg. volume of speaking, tone)
- ☐ Eating habits (eg. way of eating, usage of cutlery, nature of favoured food)
- ☐ Other reason (please see the next question)
- ☐ There was not any inconvenient intercultural experience that happened during my stay at the hotel

If You chose 'Other reason' at the previous question's answer opportunities, please type in here the source of the inconvenient intercultural experience that happened to You.

If there was an inconvenient intercultural experience that happened to You, please describe it shortly.

Finally, did You experience any verbal or nonverbal behavior from Hungarians (generally) that You found really weird? :)

What is Your sex?

- ☐ Male
- ☐ Female

Which is Your year of birth?

-- Select --



What is Your highest level of education?

- ☐ University
- ☐ College
- ☐ Secondary grammar school
- ☐ Vocational high school
- ☐ Vocational training
- ☐ National Qualification Registry Degree
- ☐ Primary school

In what years did You/are You work/ing in a hotel? Please enter the start and end dates of Your employment.
(e.g. 2016-2016 or 2014-2019 or 2018-present)

Start date

End date

In which size of hotel did You work/are You working?

- ☐ 11-150 rooms
- ☐ 151-299 rooms
- ☐ 300-600 rooms
- ☐ over 600 rooms

In which category of hotel did You work/are You working? (You can select both options if it applies.)

- ☐ 5-star
- ☐ 4-star

At which department of the hotel did You work/are You working?

- ☐ Reception
- ☐ Restaurant
- ☐ Room service
- ☐ Concierge
- ☐ Housekeeping
- ☐ Wellness
- ☐ Event coordination
- ☐ Marketing
- ☐ Accounting
- ☐ Sales
- ☐ Technical maintenance
- ☐ Security
- ☐ HR
- ☐ Other

How do You feel, what is the ratio of international guests in Your working place?

- ☐ under 10%
- ☐ about 10%
- ☐ about 20%
- ☐ about 30%
- ☐ about 40%
- ☐ about 50%
- ☐ about 60%
- ☐ about 70%
- ☐ about 80%
- ☐ about 90%
- ☐ over 90%
- ☐ It is not connected to my job, I do not know about it.

	1 = not true at all	2	3	4	5	6	7 = completely true
I enjoy interacting with people from different cultures.	☐	☐	☐	☐	☐	☐	☐
I am confident that I can socialize with locals in a culture that is unfamiliar to me.	☐	☐	☐	☐	☐	☐	☐
I am sure I can deal with the stresses of adjusting to a culture that is unfamiliar to me.	☐	☐	☐	☐	☐	☐	☐
I enjoy living in cultures that are unfamiliar to me.	☐	☐	☐	☐	☐	☐	☐
I am confident that I can get accustomed to the shopping conditions in a different culture.	☐	☐	☐	☐	☐	☐	☐
I change my verbal behavior (e.g. accent, tone) when a cross-cultural interaction requires it.	☐	☐	☐	☐	☐	☐	☐
I use pause and silence differently to suit different cross-cultural situations.	☐	☐	☐	☐	☐	☐	☐
I vary the rate of my speaking when a cross-cultural situation requires it.	☐	☐	☐	☐	☐	☐	☐
I change my nonverbal behavior when a cross-cultural situation requires it.	☐	☐	☐	☐	☐	☐	☐
I alter my facial expressions when a cross-cultural interaction requires it.	☐	☐	☐	☐	☐	☐	☐

Have You ever participated in any of the following activities organized/requested by Your hotel?

- ☐ In training pointing out cultural differences
- ☐ In a training where You were introduced to another language
- ☐ In a training that presented the celebrations and customs of other cultures
- ☐ Where speakers from other cultures or skin tones or nationalities spoke about cultural differences
- ☐ Where You heard a presentation about prejudices or the prejudices in Your mind were pointed out
- ☐ Verbal and nonverbal differences between cultures (different meanings of gestures, distance from chat partner) were presented
- ☐ A training where the participants have been divided into groups based on a characteristic (e.g. only child or have siblings)
- ☐ Where You could listen to a lecture on diversity
- ☐ Where You could learn about effective ways of negotiating between different cultures
- ☐ Where You could learn about effective ways of negotiating between different cultures
- ☐ Where You could learn about the concept of discrimination
- ☐ Where You could discuss Your experiences about intercultural affairs with Your peers
- ☐ You did not visit such classes/lectures organized by Your hotel but on Your own; You looked it up/educated Yourself

If You took part in one of the activities listed above on Your own, outside the organization of your hotel or You just educated Yourself, please describe exactly what activity you took part in/what did You look for.

Please rate the extent to which the following statements are true for Your workplace! (1 = not true for my job, 7 = completely true for my job)

	1 = not true for my job				7 = completely true for my job		
	1	2	3	4	5	6	7
The hotel welcomes staff of other nationalities / cultures.	☐	☐	☐	☐	☐	☐	☐
The hotel staff does not shy away from foreign guests.	☐	☐	☐	☐	☐	☐	☐
The hotel also employs staff of other nationalities.	☐	☐	☐	☐	☐	☐	☐
You can contact an expert within the hotel if You have any questions or incidents with international guests within the hotel.	☐	☐	☐	☐	☐	☐	☐
Communicating with foreign guests, making their time spent in the hotel pleasant is not a particular problem for the hotel staff.	☐	☐	☐	☐	☐	☐	☐

Have You ever had a memorable, positive incident with a foreign guest?

- ☐ Yes
☐ No

If You answered "yes" to the previous question and You still remember this detail, please describe what nationality this guest was (guests, if there were more).

Country(s)

Have You ever had a memorable, negative incident with a foreign guest?

- ☐ Yes
☐ No

If You answered "yes" to the previous question and You still remember this detail, please describe what nationality this guest was (guests, if there were more).

Country(s)

If You answered "yes" to any of the previous 2 questions, please describe the event briefly.

Brief
description

Appendix 3.: The excellent Cronbach's Alpha of the MC features cannot be improved by deleting any items (own analysis with IBM SPSS Statistics Data Editor software)

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
MC1	13.90	28.640	.737	.589	.910
MC2	13.95	28.098	.882	.798	.861
MC3	13.71	28.812	.727	.567	.913
MC4	14.12	26.410	.872	.789	.861

Appendix 4.: The Cronbach's Alpha of the COG features (0,926) can be further improved by deleting the COG2 component (own analysis with IBM SPSS Statistics Data Editor software)

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
COG1	17.29	113.162	.840	.716	.905
COG2	18.20	124.061	.547	.421	.943
COG3	17.37	117.638	.803	.686	.911
COG4	17.34	103.680	.877	.855	.899
COG5	17.56	108.502	.819	.810	.908
COG6	17.73	114.151	.863	.758	.903

Appendix 5: The Cronbach's Alpha of the MOT features (0,926) can be further improved by deleting the component MOT1 (own analysis with IBM SPSS Statistics Data Editor software)

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
MOT1	8.59	16.049	.800	.647	.933
MOT2	9.22	13.576	.862	.774	.884
MOT3	9.37	13.788	.894	.808	.856

Appendix 6.: The Cronbach's Alpha of the BEH features (0,867) can be slightly improved by deleting the component BEH1.2 (own analysis with IBM SPSS Statistics Data Editor software)

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
BEH1	22.56	99.052	.657	.807	.846
BEH1.2	22.44	102.552	.502	.806	.868
BEH2	22.54	98.205	.722	.831	.838
BEH3	22.39	96.894	.707	.582	.839
BEH4	22.63	95.838	.702	.691	.839
BEH4.2	22.73	99.001	.569	.757	.859
BEH5	22.61	102.744	.656	.542	.847

Appendix 7.: The new Cronbach's Alpha of the BEH features (0,868) can be further improved by removing the component BEH4.2 component (own analysis with IBM SPSS Statistics Data Editor software)

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
BEH1	18.68	74.622	.621	.508	.853
BEH2	18.66	70.280	.808	.707	.822
BEH3	18.51	71.256	.719	.572	.836
BEH4	18.76	68.839	.761	.676	.828
BEH4.2	18.85	76.828	.472	.276	.883
BEH5	18.73	76.751	.654	.515	.848

Appendix 8.: The Pearson's correlation coefficients between the 4 property groups are more than significant (own analysis with IBM SPSS Statistics Data Editor software)

Correlations

		MC	COG	MOT	BEH
MC	Pearson Correlation	1	.690**	.673**	.433**
	Sig. (2-tailed)		.000	.000	.005
	N	41	41	41	41
COG	Pearson Correlation	.690**	1	.582**	.486**
	Sig. (2-tailed)	.000		.000	.001
	N	41	41	41	41
MOT	Pearson Correlation	.673**	.582**	1	.313*
	Sig. (2-tailed)	.000	.000		.047
	N	41	41	41	41
BEH	Pearson Correlation	.433**	.486**	.313*	1
	Sig. (2-tailed)	.005	.001	.047	
	N	41	41	41	41

**, Correlation is significant at the 0.01 level (2-tailed).

*, Correlation is significant at the 0.05 level (2-tailed)

Appendix 9.: The ANOVA test did not show any significant connection between the age or sex of the respondents and the problematic events happened to them (own analysis with IBM SPSS Statistics Data Editor software)

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Sex	Between Groups	1.349	4	.337	1.373	.263
	Within Groups	8.846	36	.246		
	Total	10.195	40			
Generations	Between Groups	2.712	4	.678	.712	.589
	Within Groups	34.264	36	.952		
	Total	36.976	40			

Appendix 10.: The excellent Cronbach's Alpha of the MC features cannot be improved by deleting any items (own analysis with IBM SPSS Statistics Data Editor software)

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
MC1	14.98	20.762	.891	.835	.874
MC2	15.38	21.529	.803	.671	.905
MC3	15.10	23.041	.818	.766	.901
MC4	15.78	21.935	.777	.611	.914

Appendix 11.: The Cronbach's Alpha of the COG features (0,857) can be further improved by deleting the COG2 component (own analysis with IBM SPSS Statistics Data Editor software)

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
COG1	22.66	28.696	.701	.508	.822
COG2	21.92	32.143	.456	.370	.868
COG3	21.85	31.361	.710	.549	.825
COG4	22.79	28.570	.748	.623	.813
COG5	22.51	30.554	.600	.573	.841
COG6	22.05	29.214	.695	.496	.823

Appendix 12.: The Cronbach's Alpha of the MOT features (0,853) cannot be improved by deleting any items (own analysis with IBM SPSS Statistics Data Editor software)

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
MOT1	21.62	18.739	.656	.534	.827
MOT2	22.02	16.883	.714	.586	.809
MOT3	22.51	17.021	.701	.508	.813
MOT4	22.57	16.782	.585	.429	.850
MOT5	22.30	17.578	.700	.520	.814

Appendix 13.: The excellent Cronbach's Alpha of the BEH features (0,910) cannot be improved by deleting any items (own analysis with IBM SPSS Statistics Data Editor software)

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
BEH1	20.50	27.236	.715	.520	.901
BEH2	21.14	24.779	.799	.676	.884
BEH3	20.75	26.009	.766	.634	.891
BEH4	20.71	25.808	.807	.689	.883
BEH5	20.96	24.617	.776	.671	.889

Appendix 14.: The Pearson's correlation coefficients between the 4 property groups are strong (own analysis with IBM SPSS Statistics Data Editor software)

Correlations					
		MC	COG	MOT	BEH
MC	Pearson Correlation	1	.545**	.468**	.574**
	Sig. (2-tailed)		.000	.000	.000
	N	61	61	61	60
COG	Pearson Correlation	.545**	1	.463**	.669**
	Sig. (2-tailed)	.000		.000	.000
	N	61	61	61	60
MOT	Pearson Correlation	.468**	.463**	1	.673**
	Sig. (2-tailed)	.000	.000		.000
	N	61	61	61	60
BEH	Pearson Correlation	.574**	.669**	.673**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	60	60	60	60

** . Correlation is significant at the 0.01 level (2-tailed).

Appendix 15.: The Cronbach's Alpha of the hotel attitude questionnaire can be further improved by deleting the hotel4 component (own analysis with IBM SPSS Statistics Data Editor software)

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
hotel1	22.57	7.549	.334	.159	.169
hotel2	21.02	11.150	.307	.180	.287
hotel3	24.67	6.524	.261	.127	.266
hotel4	21.77	11.980	-.015	.040	.460
hotel5	21.11	12.270	.195	.140	.351

Appendix 16.: The Cronbach's Alpha of the hotel attitude questionnaire can be further improved by deleting the hotel5 component (own analysis with IBM SPSS Statistics Data Editor software)

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
hotel1	16.56	6.017	.391	.159	.235
hotel2	15.00	9.700	.342	.175	.382
hotel3	18.66	4.963	.318	.127	.379
hotel5	15.10	11.123	.140	.106	.486

Appendix 17.: The ANOVA test pointed out a significant connection between the fact that the attendants participated diversity trainings and their CQ

ANOVA					
survey.mean					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	6.289	1	6.289	6.992	.010
Within Groups	53.067	59	.899		
Total	59.356	60			