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THE INTERFACE BETWEEN CULTURAL INTELLIGENCE AND CUSTOMER SATISFACTION: THE HOSPITALITY 'PERSPECTIVE'

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Abstract: Cultural differences and cultural diversity, in today's globalized world, is a challenge to be faced by individuals and organizations. The shrinkage of cultural boundaries across the world, as an impact of globalization, has made it imperative for global managers to possess the appropriate kind of skills that enables them to function effectively in diverse cross cultural settings. Hotels and

other sectors of hospitality have to duly engage in effective management of cultural disparities deeply rooted in the context of managing the customer responses from international travelers possessing diverse cultural backgrounds. Responding to the current need, the present study aims to establish the association that exists between Cultural Intelligence and Customer Satisfaction in the international hospitality industry and identify how CQ enhances the productivity of hospitality managers. The research is quantitative in nature and has been conducted in three luxury five star hotels in India with a sample size of 696 and 552, employees and customers respectively. CQS has been adopted alongwith a self administered questionnaire on Cross Cultural Training and Productivity. Another questionnaire for measuring the satisfaction level of international customers was used. Also, personal interviews had been conducted in the respective hotels to draw inferences on how the customers from multicultural backgrounds are managed. Results indicate that CQ and Customer Satisfaction are positively correlated and simultaneously enhance the productivity of the organizations in order to favorably satisfy the diverse cultural needs and expectations of their international clientele.

Keywords: Cultural Intelligence; Customer Satisfaction and Productivity.

1. Introduction

Business in the global context has implicitly increased the interest in the cross cultural management research. In the wake of recognition of diversity being seen as an advantage, the need to deal effectively deal with people from diverse cultural backgrounds has become cardinal for ensuring success. The words multiculturalism, multinational, internationalization and globalization are no longer strange words. With the advent of globalization, people, invariably in all sectors of business, belonging to different cultural backgrounds are working together to ensure business success.

The growth in the service sector internationally has lead to a substantial need to deal and interact effectively with people from diverse cultural backgrounds. People belonging to different nationalities possess varying cultural backgrounds and therefore contrasting beliefs, values, attitudes, perceptions, expectations and varying underlying assumptions. Hotels and other sectors of hospitality are faced with the challenges of cross cultural service encounters and continuously need to assess their performance against the expectation of their customers, employees and suppliers from a diverse background (Mohsin, 2006). The acknowledgement of such variations that exist in the outcomes resulting from cultural differences is eminent as it helps to closely understand the needs of your customers and others and meet their cultural expectations too. Thus, culture can be the source of cooperation, cohesion and progress, instead of conflict, disintegration and failure (Harris, 2004).

In the service management literature, the term 'service encounter' is widely established and indicates the contact between customers and service providers (Stauss and Mang, 1999). Service encounters in the hospitality industry are significant as they enable the promotion of hotel services, creating a positive impression on the customer and also enhancing the overall image of the property. Other factors also play a role in creating an impression on the customer, but it is essentially the interaction between the service staff and the customers that decide the outcome of the service encounter, especially where the role of culture in such interactions intermediates. Thus, the customer's perception of what constitutes good service quality inevitably is culture bound (Zeithaml and Bitner, 1996).

The role of the service providers, therefore, takes a foot forward when dealing with international customers. If service managers are unaware of the core cultural expectations of customers, it will result in gap of performance of service (Mohsin, 2006). Thus, when considering the case of the international hospitality industry, it becomes important to understand that in order to benefit from the cross cultural interactions between the service provider and the customers, an "intermediary factor" or element is needed that can help to develop a link between the understanding of cultural issues by the service provider, on one hand, and the customer's cultural expectations on the other. Therefore, cultural differences need to be respected and accommodated for, while transacting in the business of tourism or hospitality.

However, one of the key managerial competencies that is needed for dealing effectively with people from different cultural backgrounds is "Cultural Intelligence" Cultural Intelligence (CQ) is a person's capability to function effectively in situations characterized by cultural diversity. It aims at providing a new insight into the social skills and development of mental frameworks that help in bridging cultural differences. Cultural Intelligence consists of specific knowledge about different cultures as well as general knowledge about how cultures work. It explains how some individuals are more capable of navigating in the culturally diverse environment than others.

CQ is relevant for global leaders, expatriates, professionals dealing with global contacts, members of multi cultural teams, travelers or any other person dealing across national and/or cultural backgrounds. If Cultural Intelligence is woven in the fabric of the organizations, it shall enable the mangers to effective handle cultural variations and differences. When the managers develop the capability of acknowledging these differences, he shall become capable of lowering the cultural barriers that may be created and predict what the customers are thinking and how they shall react to their behavioral patterns. Also, employees learn from such multicultural experiences, the art of harnessing the power of cultural diversity. Thus, Cultural Intelligence is the ability to understand the alliance between cultural issues on one hand and business issues on the other. The intricate task lies in understanding both the issues and putting them together without losing out whom you are dealing with in the process. As

far as dealing with global customers is concerned, it is best to create a map of the cultures one is dealing with and then identifying how they are different or similar from each other and how this knowledge must be tapped in order to ring customer satisfaction.

However, such interactions with global customers are extremely relevant and essential while transacting in a people intensive sector like hospitality. In response to this global need, and to take the advantage of the changing social phenomena, the definition of hospitality has expanded nationally and internationally. Firms, customers, and employees have all become international and multicultural (Kandampully, 2002). Most deluxe hotels anywhere in the world expect a significant proportion of their customers to be foreign. This is where the role of Cultural Intelligence comes into play in the context of bridging the gaps and acting as an "intermediary factor" to extract the benefits of cultural diversity in the international hospitality industry.

2. Review of Literature

2.1 Cultural Intelligence (CQ)

Business has always about competing for markets, territories and most of all, customers. Today's customer expectations are higher than ever before, and the range of choices open to them is wider than ever before (Brown,1991). Therefore, it becomes necessary to identify "who is your customer?" .With the increasing impact of globalization the world seems small in many ways. Still, cultural diversity remains a challenge to be dealt by individuals and organizations. Thus your customer may be of the same nationality or belong to a different country or a different cultural background. The extent to which a manager or an employee understands his customer and satisfies him, elicits his level of Cultural Intelligence (CQ). Consequently, there is a strong need to hire and maintain global leaders and workers proficient in global knowledge of international business processes, such as consumer demands and etiquette in various cultures (Harvey, Buckley, & Novicevic, 2000).

Cultural Intelligence is relevant and also essential for those who deal with people from different cultures. According to Earley and Ang (2003), CQ is "a person's capability for successful adaptation to new cultural settings, that for unfamiliar settings attributable to cultural context". It recognizes the skills and characteristics required to work effectively with international clients, and partners. As an individual difference capability, CQ reflects what a person can do in culturally diverse settings. Thus, it is distinct from stable personality traits which can describe what a person typically does across time and across situations (Costa and McCrae, 1992). Still some personality traits may relate to CQ.

Earley and Ang (2003) conceptualized CQ as comprising of four facets, namely meta cognitive, cognitive, motivational and behavioral dimensions which have relevance to functioning in culturally diverse situations. Meta-cognitive CQ reflects mental process that individuals use to acquire and understand cultural knowledge including knowledge and control over individual thought processes (Flavell,1979) relating to culture. Those with high meta- cognitive CQ are consciously aware of other's cultural preferences before and after interactions (Ang et al., 2007).

Cognitive CQ focuses on the knowledge of the norms, practices and conventions in different cultures acquired from education and professional experiences (Ang et al., 2007). This includes the knowledge of the economic, legal and social systems of different cultures and subcultures (Triandis, 1994) and knowledge of the basic frameworks of cultural values (e.g., Hofstede, 2001). Those with high cognitive CQ understand similarities and differences across cultures (Brislin et al., 2006).

Motivational CQ reflects the capability to direct attention and energy toward learning about and functioning in situations characterized by cultural differences (Ang et al., 2007). Those with high motivational CQ direct attention and energy toward cross cultural situations based on intrinsic interest (Deci and Ryan, 1985) and confidence in their cross cultural effectiveness (Bandura, 2002).

Behavioral CQ reflects the capability to exhibit appropriate verbal and non-verbal actions when interacting with people from different cultures (Ang et al., 2007). Those with high behavioral CQ exhibit situationally appropriate behaviors based on broad range of verbal and non-verbal capabilities such as exhibiting culturally appropriate words, tones, gestures and facial expressions (Gudykunst et al., 1988).

The four dimensions of CQ are qualitatively different facets of the overall capability to function and manage effectively in culturally diverse settings (Earley and Ang, 2003). The amalgamation of all these four elements produces a powerful and systematic framework for understanding why individuals vary in their effectiveness in coping with novel cultural settings. However, research on individual capabilities for individual effectiveness is sparse and unsystematic, leaving an important gap in our understanding of why some individuals are more effective than others in culturally diverse situations (Ang et al., 2007).

Ang et al. (2006) demonstrated that the four dimensions of CQ were distinct from, and yet related to, more distal Big Five personality traits in conceptually meaningful ways. In another study, Sternberg & Grigorenko (2006) points out, "Someone could be relatively successful across cultures but not highly successful within any one of those cultures".

Based on Gardner's (1984) multiple intelligences theory, Peterson (2004) identified four dimensions of CQ: (a) linguistic intelligence refers to the language skills needed to interact with people from other cultures, but one does not have to speak a second language fluently to have cultural intelligence; (b) spatial

intelligence refers to the ability to adapt spatial behaviors in other cultural settings; (c) intrapersonal intelligence refers to the ability to know one's own cultural style; and (d) interpersonal intelligence refers to the ability to respond appropriately to others.

According to Thomas and Inkson (2004), a manager who is high on CQ will first be knowledgeable about the cultures and fundamental issues in cross cultural interactions; second, be mindful of what is going on in intercultural situations, having a sensitivity to cues and an ability to interpret them to respond appropriately to different inter cultural situations. Thus, higher CQ can strengthen workplace communication and build solid business relationships.

Ng and Earley (2006) discussed conceptual distinctions between CQ, a culture-free etic construct, and the traditional view of intelligence that is culture-bound and emic; Triandis (2006) discussed theoretical relationships between CQ capabilities and forming accurate judgments; Brislin et al. (2006) discussed Cultural Intelligence (CQ) as critical for expecting the unexpected during intercultural encounters. Earley and Peterson (2004) developed a systematic approach to intercultural training that links trainee CQ strengths and weaknesses to training interventions.

Janssens and Brett (2006) advanced a fusion model of team collaboration for making culturally intelligent, creatively realistic team decisions. Thus being cognisant of the importance of CQ will be critical factor in providing the service.

Ang et al. (2007) conducted three substantive studies in Singapore and US across different cultural, educational and work settings which demonstrate a systematic pattern of relationships between dimensions of CQ and specific intercultural effectiveness outcomes. It has also helped to describe the development and cross validation of the 20-item cultural intelligence scale (CQS) and test substantive predictions based on integration of the intelligence and inter cultural competencies literatures. The multidimensional conceptualization of CQ and the differential relationships of the dimensions of CQ with specific intercultural effectiveness outcomes suggest the importance of continuing to theorize about and examine CQ as a multidimensional construct, where specific dimensions of CQ have special relevance to different outcomes.

Ang and Inkpen (2008) developed a conceptual framework of firm- level cultural intelligence and also discussed its relevance in the context of global business ventures like offshoring which consisted of three dimensions of intercultural capabilities of the firm: managerial, competitive and structural.

Menon and Narayanan (2008) discuss the applicability of Cultural Intelligence (CQ) to understand it's relation to outcomes in culture-specific contexts. The authors have theoretically examined the relationship between Cultural Intelligence and cultural differences to identify the organizational outcomes that could be interpreted for future research.

Ng et al. (2009) provides an expanded conceptualization of cosmopolitan human capital to include international experiences and cultural intelligence

capabilities as today's globalized world not just needs to be acquainted with the technological knowledge and skills alone but also the skills needed to work in culturally diverse situations. Also, Ng et al. (in press) proposed a model of cultural intelligence as a moderator that increases the likelihood on the grounds that international assignments will engaged in four stages of experiential learning (experience, reflect, conceptualize, experiment), which will lead to global leadership, efficacy, ethno-relative attitudes toward other cultures, accurate mental models of leadership across cultures, and flexibility of leadership styles.

Van Dyne et al. (2010) focuses on Cultural Intelligence as the capability to make oneself understood and lead in culturally diverse situations and display appropriate behaviors in situations characterized by cultural diversity.

Despite the newness of the construct, empirical research on CQ is promising. Ang et al. (2007) found CQ to be significant in explaining the variance in performance. Thus, researchers in this area have consistently suggested for more research to address both the measurement issues as well as the substantive issues to pursuit of CQ construct validity (see Ang et al., 2004).

2.2 Impact of Culture on the International Hospitality Industry and Service Encounters

Business success in the 21st century will be dependent on how individuals and organizations acquire and practice cross- cultural sensitivity and skills in dealing with customers from diverse backgrounds (Harris, 2004). Thus, it is of great significance to identify the impact of culture on the international hospitality industry where individuals come across customers, employees and others belonging to varying cultural backgrounds.

When people are aware of the potential differences in thought processes, they tend to make isomorphic attributions, defined as interpreting behavior from the actor's perspective and giving it the same meaning as intended by the actor (Triandis, 2006). This holds true for the hospitality sector where the customer may belong to a different cultural background and the employee takes the challenge of addressing the needs of the customer and bringing him satisfaction, contentment and most importantly meeting his cultural expectations. When customer expectations are not met this often leads to disappointments, fear, loneliness which can result in cultural conflicts (Weiermair, 2000).

Hospitality services are "high contact" services with a high degree of human involvement and face to face contact (Lovelock, Patterson, and Walker, 2001). If the service provider and the customer come from different cultural backgrounds, there can be serious implications with regard to the most important of hospitality issues- the perception of service delivery (Strauss and Mang, 1999).

Numerous researchers have attempted to apply Customer Satisfaction theories developed by consumer behaviorists in the areas of tourism (Pizam and Milman, 1993; Danaher and Arweiler, 1996; Ryan and Cliff, 1997; Hudson

and Shepard, 1998) in order to investigate Customer Satisfaction applicability to the hospitality and tourism industries. These researchers point out that the organizations must set their customer satisfaction levels and a complete understanding of who is their customer. They must always set their benchmarks and identify competitive advantages they can have over the others while dealing with customers, including customers from diverse cultural backgrounds.

In the hospitality industry the true measure of any company's success lies in an organization's ability to continuously satisfy customers to gain a competitive edge by acknowledging and managing customers of different cultural backgrounds (Kandampully et al., 2001). Global customers have different expectations and different ways of evaluating performance (Vavra, 1997). When designing global customer satisfaction measurements, regional and cultural aspects must be taken into account. And indeed, studies conducted by Chadee and Mattson (1995) and Scott and Shieff (1993) found significant cross-cultural differences when measuring customer satisfaction. Services and products important to Asians may be completely different from those sought by Europeans. Culture holds an impact upon the perception and problem solving of global customers leading to a difference in the satisfaction level for the same service. In this context, Heo et al. (2004) points out that tourism providers must be able to accommodate culturally based needs in order to tap into the increasingly lucrative market of international travelers. Thus the employees need to be culturally intelligent in order to deal with such customers. Since, cultures differ in their norms for appropriate behaviors (Hall, 1959; Triandis, 1994), the ability to display a flexible range of behaviors is creating positive impressions and developing inter-cultural relationships (Gudykunst et al., 1988).

Strauss and Mang (1999) in discussing service quality, stated two mutually dependent variables presenting perspective of two interactions in service encounters, which may become a cause of two main problem areas:

- Problems appear because the performance of the domestic service provider does not meet the expectations of the foreign customer (inter-cultural provider performance gap)
- It is possible that the service cannot be fulfilled at usual performance level because the foreign customers do not maintain the role behavior expected by domestic supplier (inter-cultural customer performance gap).

Mattila (1999) studied the influence of culture on consumer perceptions of service encounters. In his study he pointed out with relation to hotel industry that because first class hotel services are delivered by people, cultural factors are likely to mediate the hotel customers' attitude toward the service component of their service experience.

Mattila (2000) states that today's hospitality managers need to be aware of the parts of consumer experience that are open to cultural influences in contrast to those that remain stable across cultures.

Barker and Hartel (2004) in reporting the service experiences of culturally diverse consumers in multicultural society of Australia stated that on the basis of the service provider behavior (both verbal and non-verbal), culturally diverse customers perceive they are the recipients of inequitable service and consequently experience low levels of satisfaction.

Harris (2004) states that a world class hotel or any hospitality organization may assess its own status of cultural sensitivity by asking the following questions:

- Does the way of doing business in your hotel suffer severely from cultural lag?
- Do the hotel managers seek to understand the culture of customers, employees and suppliers?
- Do the hotel managers utilize cultural analysis and insights in terms of their own management styles and public relations?
- Do the hotel managers realize the value of cultural differences and promote cultural synergy?

Research indicates that cross culturally sensitive employees provide to customers better service. They are able to adjust to their serving styles to meet the needs of their foreign customers. Such an act in extremely beneficial for any hotel as such employees are able to generate more revenue for the hotel through their impression on hotel guests and suggestion selling (Mohsin, 2006).

But, despite the importance and relevance of this topic, however, very little research has examined the influence of culture on service perceptions (Malhotra, Ugaldo, Agarwal, and Baalbaki, 1994) and our understanding of how customers from different countries evaluate service encounters is very limited (Winsted, 1997)

3. Objectives

The objectives of the present study are:
i) To identify the relationship between Cultural Intelligence and Customer Satisfaction;
ii) To evaluate the effect of CQ on productivity and
iii) To discuss the status of Cultural Intelligence in the hotels under study.

4. Hypotheses

The hypotheses underlying the present study:
H1: Cultural Intelligence and Customer Satisfaction are positively correlated.
H2: Relationship exists between Cultural Intelligence and Productivity in organizations.

H3: Variation exists along Cultural Intelligence indices across hotels in the Hospitality Sector.

5. Research Methodology

The present piece of research is exploratory in nature. Keeping in view the overall objectives as well as the hypotheses of the study, an extensive review of literature has been conducted in order to design the questionnaires to be adopted for the research process. It is eminent here to note that as data constitutes the most significant part of any research and it needs to be collected carefully in order to enhance the overall effectiveness of the research, it has been collected using simple random sampling. Both primary as well as secondary sources have been adopted. The scope of the study was confined to the employees as well as international customers in three international hospitality players in India namely, The Oberoi, ITC Maurya and The Taj Palace in New Delhi. The primary data has been collected using two self administered, structured questionnaires, one on Cultural Intelligence and the other on Customer Satisfaction, for collecting data from the target population, i.e., employees and international customers respectively in the five star hotels under study.

After the preliminary examination 696 questionnaires, out of 900, were returned along with the usable, complete and valid responses that accounted for 77.3 % response rate of the employees for the study. As far as the international clientele was concerned, data was collected amongst the three respective hotels from 300 respondents from each hotel. The total usable responses constituted to 552 for the international customers and reflected a 61.3 % response rate.

6. Findings, Results and Discussion

6.1 Demographic Profile of Respondents

The employees who responded to the Cultural Intelligence questionnaire were 75.7% males and 24.3% females. 7.8% of the employees belonged to the age group of 18-24 years, 59.6% of them were of the age group of 25-34 years, 25.9% were of the age group of 35-45 years and only 6.8% were above the age of 45 years. A majority of employees (46.3%) had taken a graduate degree only, while 35.2% had taken a professional qualification in the field of hospitality management. 18.5% of the employees had taken a post graduate degree or above. The total number of employees who responded to the questionnaire from each hotel were 35.5 % from The Taj Palace hotel, 31.8 % from ITC Maurya and 32.8% from The Oberoi. Majority of the employees (34.2%) in these hotels had been employed for almost 3-5 years. The percentage of employees who worked for almost 1-3

years was 31% and above 5 years was 31.3% each. A very few employees (3.4%) had been employed in their respective hotels for less than 1 year. The various working departments from where the data had been collected are Front Desk (17.2%), Housekeeping (21.5%), Food and Beverage (52.6%), Administrative and Support (2.9%) and others (5.8%).

The demographic profile of the customers consisted of 59.5% males and 40.5% females. A vast major (42.6%) fell in the age group of 25-34 years, 35.1% of them belonged to the age group of 35-45 years, 13.8% of them were above 45 years while only a small segment of 8.5% customers belonged to the age group of 18-24 years. 40% of them had attained a post graduate degree or above, 29.5% had attained a graduation degree, 26.3% had a professional qualification while just 4.2% were undergraduates. The international clientele belonged to North America (37.9%), Central/South America (0.7%), Western Europe (26.1%), West Asia (8.7%) , South Asia (11.1%), East Asia (8.2%) and Australia (7.4%) and came from the countries namely USA, Canada, Brazil, Mexico, England, Northern Ireland, France, Germany, Italy, Spain, Switzerland, Japan, Hong Kong, Macau, Kuwait, UAE, China, Pakistan, Sri Lanka, Nepal, Singapore, Malaysia and Australia. The various languages spoken by the international customers were English, Irish, French, German, Italian, Spanish, Japanese, Hong Kong English, Arabic, Chinese, Urdu, Sinhalese, Nepali, Guarani, Sinhala and Malay. However, 57.6% had English as their first language while the rest 42.4% had English as their second language.

The data collected for the purpose of analysis was subjected to Reliability Analysis using the Cronbach's Alpha method. As the Alpha values of all the scales reflected to be above 0.7, the scales used for measurement of Cultural Intelligence and Customer Satisfaction are deemed to be reliable for use.

6.2 Relation between Cultural Intelligence and Customer Satisfaction

Initially, Factor Analysis was conducted on the data collected from the international clientele. The KMO value of 0.705 (> 0.5) represents a high degree of validity for the data. Further, Barlett's Test of Sphericity indicated a high Chi-square value of 2808.514 with 136 degrees of freedom at significance level of 0.000 which is highly significant (p< 0.001), and therefore the factor analysis is appropriate. The Varimax Rotation indicated the reduction of the 17 statements of Customer Satisfaction in the cultural context into three factors, i.e.
    i) Service
    ii) Cross Cultural Interaction
    iii) Food and Beverages

Another set of 6 Product-related items was subject to Reliability Analysis during the pre-testing stage of the questionnaire, where four items produced a 'zero variance" which indicates that the Standard Deviation (SD) for these

items was zero. This signifies that the four product related items namely: availability of international signs, international menus along with the presence of multilingual magazines and multilingual newspapers were available in all the hotels under study. As a consequence, these four items were not included in the final questionnaire. The remaining two items constituted the fourth factor of Customer Satisfaction namely,

iv) Product

Finally, the overall satisfaction of the international customers was measured using 7 statements constituting the fifth factor namely,

vi) Overall Satisfaction

The correlation matrix given below (Table I) enables us to identify the relationship between Customer Satisfaction and Cultural Intelligence. It is observed that for all the dimensions measuring the correlation between Cultural Intelligence and Customer Satisfaction, the value for Pearson's r attains a positive value signifying that a positive correlation exists between Cultural Intelligence and Customer Satisfaction. The Sig. (2-tailed) value is less than 0.05 for the respective dimensions representing that statistically significant correlations exist between the Customer Satisfaction variables and Cultural Intelligence.

Table I: Correlation Matrix to Identify the relationship between Cultural Intelligence and Customer Satisfaction

		SERVICE	CROSS CULTURAL INTERACTION	FOOD & BEVERAGE	PRODUCT	OVERALL SATISFACTION	CQ
SERVICE	Pearson Correlation	1	.882(**)	.878(**)	.860(**)	.845(**)	.840(**)
	Sig. (2-tailed)	.	.000	.000	.000	.000	.000
	N	552	552	552	552	552	552
CROSS CULTURAL INTERACTION	Pearson Correlation	.882(**)	1	.975(**)	.911.	.898(**)	.908(**)
	Sig. (2-tailed)	.000	.	.000	.000	.000	.000
	N	552	552	552	552	552	552
FOOD & BEVERAGE	Pearson Correlation	.878(**)	.975(**)	1	.911(**)	.913(**)	.908(**)
	Sig. (2-tailed)	.000	.000	.	.000	.000	.000
	N	552	552	552	552	552	552
PRODUCT	Pearson Correlation	.860(**)	.911(**)	.911(**)	1	.989(**)	.962(**)
	Sig. (2-tailed)	.000	.000	.000	.	.000	.000
	N	552	552	552	552	552	552

OVERALL SATISFACTION	Pearson Correlation	.845(**)	.898(**)	.913(**)	.989(**)	1	.967(**)
	Sig. (2-tailed)	.000	.000	.000	.000	.	.000
	N	552	552	552	552	552	552
CQ	Pearson Correlation	.840(**)	.908(**)	.908(**)	.962(**)	.967(**)	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.
	N	552	552	552	552	552	696

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

Thus, H1 stands accepted.

6.3 Relationship between Cultural Intelligence and Productivity

Table II represents r2 value equivalent to 0.507. This indicates that 50.7% variation can be seen on Cultural Intelligence by variability in the independent factor, i.e., Productivity. The value of r = 0.712 shows a fairly positive correlation (r >0.5) between Productivity and Cultural Intelligence.

Table II: Regression Matrix to Identify the Relationship Between Cultural Intelligence and Productivity

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.712(a)	.507	.506	.900

a Predictors: (Constant), Cultural Intelligence

Further, the results of the coefficient estimates are presented in Table III. The Productivity variable (β= 0.712, p= 0.000) is significant at p-value < 0.05. This indicates a positive relationship between productivity and cultural intelligence which signifies the acceptance of the H3. Also, as table below denotes the value of t>2, we conclude that the productivity variable is statistically significant at the 5% level.

Table III: Regression Matrix to Identify the Relationship Between Cultural Intelligence and Productivity

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.135	.448		13.689	.000
	CQ	1.944	.073	.712	26.724	.000

a Dependent Variable: Productivity

Therefore, Cultural Intelligence has a positive impact on the Productivity of Employees.

Thus, H2 stands accepted.

6.4 Variation in the Status of Cultural Intelligence indices across the Hotels

In order to identify the variation that exists along the Cultural Intelligence indices in the hotels under study, ANOVA has been used. Table IV enables to comprehend that the p-value for all the four dimensions of CQ is less than 0.05. This indicates that statistically significant difference exists between the indices of Cultural Intelligence across the hotels under study.

Table IV: Variation in the Independent Dimensions of CQ across the Hotels Under Study

		Sum of Squares	df	Mean Square	F	Sig.
MCQ	Between Groups	146.232	2	73.116	16.976	.000
	Within Groups	2984.732	693	4.307		
	Total	3130.964	695			
CCQ	Between Groups	253.191	2	126.596	32.331	.000
	Within Groups	2713.485	693	3.916		
	Total	2966.677	695			
MoCQ	Between Groups	55.616	2	27.808	6.794	.001
	Within Groups	2836.517	693	4.093		
	Total	2892.132	695			
BCQ	Between Groups	578.726	2	289.363	137.119	.000
	Within Groups	1462.446	693	2.110		
	Total	2041.172	695			

Further, the Post hoc Tukey's Test was conducted to analyze and compare individual dimensions of Cultural Intelligence as existing in the three hotels under study. The results are indicated in Table V. Looking at the significance values for all the dimensions, the results of the Multiple Comparisons denote that statistically significant differences do not exist in The Oberoi and ITC Maurya as against The Taj Palace (p=0.000, p< 0.05) which identifies significant differences in comparison to the other two hotels in terms of their Meta Cognitive Cultural Intelligence (MCQ). When looking at the dimension of Cognitive Cultural Intelligence (CCQ), significant differences are not observed between The Oberoi and ITC Maurya while significant variation is being observed when both The Oberoi and ITC Maurya are compared to The Taj Palace (p=0.000, p< 0.05). The value of p=0.894 (p>0.05) of the Motivational Cultural Intelligence (MOCQ) for

The Oberoi and ITC Maurya denotes that variation does not exist though the value of p, when comparing both The Oberoi (p=0.010) and ITC Maurya (0.002), is less than 0.05 when compared to The Taj Palace, signifying that differences do exist. Lastly, the p-value for all the three hotels for the Behavioral Dimension of Cultural Intelligence (p=0.000, p< 0.05) denotes that statistically significant differences exist between the hotels and variation does exist.

Table V: Multiple Comparisons: Variation in the Independent Dimensions of CQ across the Hotels Under Study
Tukey HSD

Dependent Variable	(I) NAME OF THE HOTEL	(J) NAME OF THE HOTEL	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
MCQ	The Oberoi	ITC Maurya	-.31	.196	.248	-.77	.15
		TheTaj Palace	-1.08(*)	.191	.000	-1.52	-.63
	ITC Maurya	The Oberoi	.31	.196	.248	-.15	.77
		TheTaj Palace	-.76(*)	.192	.000	-1.21	-.31
	TheTaj Palace	The Oberoi	1.08(*)	.191	.000	.63	1.52
		ITC Maurya	.76(*)	.192	.000	.31	1.21
CCQ	The Oberoi	ITC Maurya	-.23	.187	.426	-.67	.21
		TheTaj Palace	-1.36(*)	.182	.000	-1.79	-.93
	ITC Maurya	The Oberoi	.23	.187	.426	-.21	.67
		TheTaj Palace	-1.13(*)	.183	.000	-1.56	-.70
	TheTaj Palace	The Oberoi	1.36(*)	.182	.000	.93	1.79
		ITC Maurya	1.13(*)	.183	.000	.70	1.56
MoCQ	The Oberoi	ITC Maurya	.09	.191	.894	-.36	.53
		TheTaj Palace	-.54(*)	.186	.010	-.98	-.11
	ITC Maurya	The Oberoi	-.09	.191	.894	-.53	.36
		TheTaj Palace	-.63(*)	.187	.002	-1.07	-.19
	TheTaj Palace	The Oberoi	.54(*)	.186	.010	.11	.98
		ITC Maurya	.63(*)	.187	.002	.19	1.07
BCQ	The Oberoi	ITC Maurya	-1.00(*)	.137	.000	-1.32	-.68
		TheTaj Palace	-2.20(*)	.133	.000	-2.52	-1.89
	ITC Maurya	The Oberoi	1.00(*)	.137	.000	.68	1.32
		TheTaj Palace	-1.20(*)	.135	.000	-1.52	-.89
	TheTaj Palace	The Oberoi	2.20(*)	.133	.000	1.89	2.52
		ITC Maurya	1.20(*)	.135	.000	.89	1.52

* The mean difference is significant at the .05 level.

Thus, H3 stands accepted.

7. Conclusion

The present research work in the context of the international hospitality industry in India brings forward the fact that Culturally Intelligent employees are highly capable of meeting the cultural needs and expectations of their international clients and enhance the productivity of the employees too while dealing with them in the cross national grounds.

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