

# CROSS-CULTURAL TRAINING FOR HOTEL FRONTLINE EMPLOYEES

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**Abstract** *The paper aims to identify, investigate and report the importance and usage of cross-cultural training (CCT) practices in Indian hotels. Based on a survey of 212 Indian hotel organization's perceptions on CCT practices were assessed with the help of 4 demographic variables. Descriptive static was used to identify the importance of these practices. The study provides a strong indication that there is much need of CCT in hotels having diversity in employees and guests from various cultural backgrounds. Frontline employees play a vital role in practicing cross-cultural issues. Results reveal that chain hotels focus towards providing cross-cultural training as compared to non-chain properties in Indian hotels. The study makes a modest attempt to add information to the very little empirical knowledge available referring to the CCT practices in Indian hotel industry.*

**Keywords** Cross-Cultural Training, Indian Hotels, Demographic

## INTRODUCTION

Hotels industry accommodates the increasing number of visitors and is the second largest foreign-exchange earner in India after manufacturing. India received 6.29 million foreign tourist in year 2011 (annual growth rate 8.9%) registering foreign exchange earnings of INR 77591 crore as compared to 5.78 million in the year 2010 with foreign exchange earnings of INR 64889 crore. Travel & Tourism made total contribution of INR5, 651.0bn (6.4% of GDP) in 2011 to Indian GDP, and is forecast to rise by 7.3% in 2012, and is forecasted to rise further by 7.8% pa to INR12, 891.2bn in 2022. The total contribution made to employment, including jobs indirectly supported by the tourism industry, was 7.8% of total employment (39,352,000 jobs) in year 2011 which is expected to rise by 2.8% in 2012 (40,450,500 jobs) and further rise by 1.7% pa (47,911,000 jobs) in 2022 contributing 8.0% of total employment. Hence, highly trained, satisfied and committed employees in the hotel industry, delivering high service quality levels to the guests, is of paramount importance and whereby the employees

are often seen as an integral part of the service experience (Kyriakidou et. al.; 2010; Chand, 2010; Vinten, 2000).

The hotel industry is facing increased multicultural diversity in terms of ownership, work force, and tourists staying in hotel properties. This diversity will necessitate many changes in the hotel industry, including changes in the education of future managers in the industry and in training given to employees. It is responsibility of those in the hospitality industry to understand our international visitors, to refrain from making value judgments about their customs and values, and to provide them with the facilities and services that they need and to which they are accustomed (Pizam, 1989). Thus the significant growth in international travel has heightened the importance of cross-cultural service encounters and reward companies who have trained their workers to a higher level of intercultural sensitivity. Training programs that use critical incidents specifically designed for hospitality and travel related businesses will improve service delivery and reduce cultural misunderstandings between the organizations' employees and the customers they serve. The cross-cultural training in general can be defined as "Any

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intervention aimed at increasing an individual's capability to cope with and work in foreign environment" (Tung, 1981, in Zakaria, 2000). The cross-cultural has also been defined as "Formal methods to prepare people for more effective interpersonal relations and job success when they interact extensively with individuals from cultures other than their own" (Brislin and Yoshida, 1994). CCT has proven to be an effective way of helping service workers adjust to new cultural behaviors. Research has found that CCT can positively affect the relational skills of workers in a cross-cultural context (Black and Mendenhall, 1990), while other studies have shown that cross-cultural training can have a direct impact on individual performance and financial contribution, as well as improve the long term competitive advantage of the organization (Huselid, 1995). The employees on expatriate assignments must be able to decode various verbal and non-verbal ways of communication used in the new culture and work in unstructured and ambiguous situations (Demers, 2002). Bhawuk and Brislin, (2000) described various methods of CCT practices like Cultural assimilator, Contrast American method, Self reference criterion, Area simulation and Cultural self awareness model. Hofstede (2001) suggested cross cultural skills are required for the success in the organization. CCT can increase employee job performance, reduce the number of poor judgments an employee makes regarding the customer's behavior, reduce stereotypic thinking and biases, and develop cross-cultural competencies that lead to greater success for service workers and their companies (Ferraro, 2006). In hotels the focus is clearly on the soft skills and emotional maturity. The people dealing with foreign clients must be mature and stable enough to accept the existence of cultural differences.

Frontline employees are considered to be the most vital of the human resources in hotels being a sensitive industry. They help in warm welcome, create good image among the guests. They are in contact with the guests throughout the guest cycle. The frontline operations include departments like reservation, bell desk, information desk, telephones, concierge, business center, guest relations desk, travel desk, food and beverage service, in-room housekeeping. More importantly the contact of this department with the guests arriving to the hotel is too much as compared to any other department of the hotel, raising an alarm towards cross-cultural issues and their further impacts on organization as well as on the individuals dealing with such differently cultured guests and colleagues from all over the world. The front line staff should also be able to understand the perspective of various situations and happening, which calls for objective assessment of a situation without bringing in one's own biases and perceptions. People looking for a career in hospitality and travel must be prepared for a multicultural environment comprising both objective facts and subjective

behavioral considerations. Both of these contexts can be taught through well planned training exercises (Serrie, 1992). This means that frontline employees must given cross cultural training to develop cross cultural competence at the interpersonal level and achieve successful interactions with customers from many cultures.

Thus, the present paper aims at investigating the attitude of training managers towards diversity in hotel industry and the CCT practices in Indian hotels and whether there is difference in the attitude of training managers of chain hotels and non chain hotels towards diversity. The remainder of the paper is organized as follows. The next section briefly examines the review of literature and hypothesis development in the context of CCT practices in Indian hotel enterprises. This is followed by details of empirical design. The survey findings are then summarized, followed by a discussion of their implications.

## REVIEW OF LITERATURE

In order to meet the purpose of communicating and handling guests in a better way the importance of cross-cultural training has raised the issue of examining CCT practices adopted by Indian hotel industry. William, et al. (1977) reviewed six intellectual approaches that were currently being used in cross-cultural training; the area simulation approach, the self-awareness approach, the culture awareness approach, the behavioral approach, and the interaction approach. The results offer preliminary evidence that an integrated approach to training can improve participants' attitudinal satisfaction with their stay in another culture. Cynthia, et al. (1995) revealed cross-cultural training programs as formal efforts to prepare professionals to work in cultures other than their own or with individuals from different cultural backgrounds. Sizoo, et al. (2004) researched the unique challenges of cross-cultural service encounters in U.S. where foreign visitors had been increasing over the past decade and attempted to measure the effect of intercultural sensitivity on the performance of hospitality employees in cross-cultural service encounters. The results indicate that employees with high intercultural sensitivity on measures of service attentiveness, revenue contribution, inter- personal skills, job satisfaction, and social satisfaction as they relate to cross-cultural encounters. Similarly, Tarique and Aligiuri (2009) evaluated cross-cultural training based on the theory of absorptive capacity and suggested that cross-cultural training can increase cultural knowledge, when distributed over time. Moreover, the training group had greater differences between pre-training and post-training scores on cross-cultural adjustment, but the differences were not statistically different. In same vein, Gamio and Sneed (1992) in their study of cross-cultural training practices in hotel industry explored that human resource

directors agreed that the labour force is becoming more culturally diverse, hence it may be useful for directors to identify the cultural diversity of their guests and employees and provide appropriate cross-cultural training to their managerial, supervisory, and non supervisory employees. Furthermore David, et al. (2004) opined cross-cultural training involves preparing employees to be successful in their host country. The cross-cultural competencies can be viewed as combination of three different dimensions (Black and Mendenhall, 1990) that are self-maintenance dimension (mental health, psychological well-being, stress reduction and self confidence), relationship dimension (ability to foster relationship with the people of host nations and perceptual dimension (perceptions of host nation's culture and its social systems. Morris and Robie (2001) focused on the impact of cross-cultural training on variables like adjustment and performance of the employees and found a positive relation. Further, Julia (1992) recommended that ethnic diversity can be a positive force in the hotel industry. And to take advantage of the favourable aspects of diversity, managers must be flexible and understanding of cultural differences and so should take interest in cross-cultural training. Interestingly, Bruce and Kim (2002) examined cultural elements of the interaction between casino workers and guests at Korea's largest casino, the Walker Hill Casino located in Seoul. The guests were grouped into five major cultural groups: Japanese, Korean residents abroad, Chinese (Mainland Chinese, Taiwanese, Hong Kong Chinese), Westerners (US citizens and Europeans), and others (mainly Sri Lankan, Philippine, Bangladeshi, Thai and Malaysian). The results recommended that it is apparent that cultural differences will have a range of implications for management including marketing, training of staff and service provision for guests. The cross-cultural training will also be required for the Indian companies getting into Business Process Outsourcing as the clients belong to culturally different environments. Working effectively in cross-cultural context is becoming vital competence for aspiring managers (Harris and Kumra, 2000). Many authors such as Torrance (1965), De Bono (1970) and Parnes (1963) believed that the curriculum should include extensive training in a variety of divergent thinking tasks from the earliest school years, and that these should improve an all-around capacity to show imaginative, flexible thinking, leading to creative problem solving. It followed that education and training must also change to meet the demands of a culture in which innovation becomes the universal norm (Garavan & Deegan, 1995). Furthermore, the training may have to be tailored to local conditions and take into account cultural differences, and true empowerment may be difficult to achieve. Nevertheless, providing that standard operations procedures are implemented sensibly, taking into account the local context and culture, the basic tenets of "best practice operations management" do appear to be transferable— with care and effort (Hope, 2002).

In fact frontline employees must develop cross-cultural competence at the interpersonal level and achieve successful interactions with customers from many cultures. In context of hotel international guests on leisure and business trips often expect service providers to understand their values and their cultural beliefs by exhibiting a certain level of cross-cultural competence (Katriel, 1995). If a hotel does not perform to the expectations of the international guest, a cross-cultural conflict may occur. These conflicts are often caused by cultural norms and values that are dissimilar between guest and service worker and can lead to dissatisfied guest, a frustrated service provider, and lost business (Cushner and Brislin, 1996). Moreover, research shows that heightened intercultural sensitivity achieved through subjective training can increase employee performance and result in more successful cross-cultural encounters (Sizoo, Plank, Iskat, and Serrie, 2005). Furthermore, the same study also finds that service workers with high intercultural sensitivity perform better on other measures, including service attentiveness, revenue contribution, interpersonal skills, job satisfaction, and personal satisfaction. In same vein, Ferraro, (2006) stated that CCT can teach hotel employees to develop more accurate cross-cultural perceptions and to make better adjustments using the norms of the customer's culture. Further, CCT can also increase employee job performance, reduce the number of poor judgments an employee makes regarding the customer's behavior, reduce stereotypic thinking and biases, and develop cross-cultural competencies that lead to greater success for service workers and their companies.

Thus the present paper aims at investigating CCT practices in hotels in India and to compare these practices in chain and non-chain hotel properties.

## RESEARCH METHODOLOGY

### Sample and Data Collection

The data for the study were collected using mail questionnaires. The questionnaires were addressed to Frontline Employees/Training Managers of 400 hotel organizations (approved by the Ministry of Tourism, Government of India, 2012) of which 212 (53%) returned the questionnaires. The questionnaire was developed on the basis of review of literature. The data were analyzed using descriptive statistics. The questionnaire was tested for reliability and internal consistency using Cronbach  $\alpha$ . This test calculates the reliability coefficient ( $\alpha$ ) if one variable is removed from the original set of variables in the questionnaire. This test helps determine the set of variables with high reliability based on the  $\alpha$  coefficient above 0.80. Attitude rating of Training Managers towards diversity of Human Resource in Hotel Industry (Table-II) and Cross-cultural training practices based on literature review (Table

**Table 1: Distribution of Sample According to Demographic Characteristic and Policies Regarding Training and Development**

| Distribution of Sample According to Demographic Characteristics (N = 212)  |        |            |
|----------------------------------------------------------------------------|--------|------------|
|                                                                            | Number | Percentage |
| Category of hotel                                                          |        |            |
| 5 star deluxe & 5star                                                      | 50     | 19.4       |
| 4 star & 3star                                                             | 50     | 19.4       |
| 2 star & 1 star                                                            | 112    | 52.8       |
| Type of Management & Affiliation                                           |        |            |
| Chain                                                                      | 90     | 42.5       |
| Non-Chain                                                                  | 122    | 57.5       |
| Employees (numbers)                                                        |        |            |
| ≤ 100                                                                      | 47     | 22.2       |
| 101 – 300                                                                  | 65     | 30.7       |
| 301 – 500                                                                  | 56     | 26.4       |
| 501 – 700                                                                  | 36     | 17.0       |
| ≥ 701                                                                      | 8      | 3.8        |
| Product line                                                               |        |            |
| Single                                                                     | 79     | 37.3       |
| Multiple                                                                   | 133    | 62.7       |
| Percentage of budget allocated for training and development                |        |            |
| Less than 1 percent of budget                                              | 36     | 17.0       |
| Around 1 to 2 percent                                                      | 75     | 35.4       |
| Around 3 to 5 percent                                                      | 34     | 16.0       |
| More than 5 percent                                                        | 67     | 31.6       |
| How much training is given in a year                                       |        |            |
| Less than 20 hours                                                         | 95     | 44.8       |
| 20 to 40 hours                                                             | 43     | 20.3       |
| 40 to 60 hours                                                             | 48     | 22.6       |
| More than 60 hours                                                         | 26     | 12.3       |
| Budget for training and development in your company over last few years is |        |            |
| Increased                                                                  | 50     | 23.6       |
| Decreased                                                                  | 38     | 17.9       |
| Constant                                                                   | 49     | 23.1       |
| Not planned                                                                | 75     | 35.4       |

III) were measured on a Likert-type 5-point scale ranging from 1=never 5=very often.

## Results and Discussion

Table 1 presents the distribution of the sample organisations according to the controls used in the study and policies regarding training and development. The vast majority of the sample was 2 star & 1 star hotels (52.8%), and 19.4% of the sample hotels were 5 star deluxe & 5 star hotels.

With respect to the management and affiliation of the organisations, 57.5% of the sample organisations belonged to non-chain hotels and 42.5% were chain hotels. 30.7% of the sample hotels were medium organisations with less than 300 employees. 62.7% hotels were having multiple products into their operations. Moreover the policies regarding training and development showed that 35.4% of hotels allocated around 1 to 2 percent budget and 31.6% hotels allocated 3 to 5 percent budget for the purpose of training and development. 12.3% hotel provided more than 60 hours

**Table 2: Attitude of Training Managers Towards Diversity of Human Resource in Hotel Industry**

| Variables                                                                                                                                         | Combined Mean |      | Chain hotels |      | Non-chain hotels |      |
|---------------------------------------------------------------------------------------------------------------------------------------------------|---------------|------|--------------|------|------------------|------|
|                                                                                                                                                   | Mean          | SD   | Mean         | SD   | Mean             | SD   |
| Human resource is becoming more culturally diverse                                                                                                | 4.39          | .490 | 4.70         | .460 | 4.17             | .379 |
| Employees who understand other cultures are better able to meet guest's needs in hotel industry                                                   | 4.41          | .493 | 4.36         | .484 | 4.45             | .499 |
| Our organization has a culturally diverse workforce                                                                                               | 4.73          | .441 | 4.68         | .465 | 4.77             | .422 |
| As number of culturally diverse workforce increases manager's job in supervision becomes more difficult                                           | 4.56          | .496 | 4.55         | .499 | 4.57             | .496 |
| Our organization prefers to hire employees who understand other countries and their cultures                                                      | 4.14          | .740 | 4.22         | .715 | 4.08             | .756 |
| Employees who have multilingual would able to provide better services to customers                                                                | 4.14          | .740 | 4.22         | .715 | 4.08             | .756 |
| Employees with culturally diverse experience will be more successful in hotel industry                                                            | 4.51          | .500 | 4.43         | .498 | 4.57             | .496 |
| Cross cultural training is useful tool for employees of hotels to develop an appreciation for values and beliefs of guest from different culture. | 4.45          | .618 | 4.47         | .640 | 4.44             | .603 |
| CCT programme is as important for front line employees as it is for managers.                                                                     | 4.50          | .580 | 4.45         | .564 | 4.54             | .591 |
| CCT improves the long term competitive advantage of organization.                                                                                 | 4.60          | .490 | 4.62         | .487 | 4.59             | .493 |

of training and 44.8% hotels provided less than 20 hours of training to their employees. And it was found that 35.4% hotels didn't had planned budget, but 23.6% hotels showed increase in planning budget for training and development purposes.

The calculated mean and standard deviation (SD) of training managers' attitude towards diversity of human resource in chain hotels lies between 4.70-4.22 as can be seen in Table-2, while mean and SD of training managers' towards diversity of human resource in non-chain hotels lies between 4.77-4.08. In case of chain hotels, human Resource is becoming more culturally diverse has the highest mean (4.70) with 0.460 SD, organizations prefer to hire employees who understand other countries and their cultures and employees who have multilingual would able to provide better services to customers has the lowest mean (4.22) with 0.715 SD. In same vein, non-chain hotels even have diverse workforce, organization has a culturally diverse workforce has the highest mean (4.77) with 0.422 SD, while organization prefers to hire employees who understand other countries and their cultures and employees who have multilingual would able to provide better services to customers has the lowest mean (4.08) with 0.756. It is clear that importance has been given to each item in judging the attitude of the managers in terms of mean and SD both in chain and non-chain hotels. All variables listed are found to be of utmost importance by the managers' at least in frontline departments of the hotel having direct interaction during various phases of guest cycle. The results show that managers feel the importance of cultural diversity in human resources for better guest

interaction and employee performance. More importantly it is found that most of the hotels in India have culturally diverse workforce.

Further analyzing the CCT practices among chain and non-chain hotels table-3, significant difference was observed. The question was raised whether CCT was provided to employees and was found that chain hotels disagreed while non-chain hotels agreed on the same. Further, training managers were asked if CCT was given to all the employees of hotel i.e. to front line employees, supervisors and managers and it was found that chain hotels provide CCT to all their employees while non-chain hotels disagreed on this issue. It was also asked whether they give CCT only to the managers, chain hotels have the negative response for this issue but non-chain hotels agreed that if CCT is given only to managers and not to lower frontline employees.

Moreover, barriers were identified that constraint hotels in not providing CCT to their employees. Time, money and lack of interest from senior management were found to be main three barriers by the chain hotels to provide CCT. Time barrier got the highest mean 4.00 followed by money with 3.62 mean and third barrier lack of interest from senior management with the mean value 3.33. While for the non-chain hotels, five barriers out of seven showed more than average mean value. Non availability of skilled trainer got the highest mean 4.31 followed by money with 4.11 mean. Time barrier got mean of 4.00, while lack of interest from senior management got mean of 4.04 and CCT is difficult to implement got 4.02 mean value.

**Table 3: CCT Practices in Chain and Non-Chain Hotels**

|                                                                                                   | Combined Mean |      | Chain Hotel |       | Non- Chain Hotel |      |
|---------------------------------------------------------------------------------------------------|---------------|------|-------------|-------|------------------|------|
|                                                                                                   | Mean          | SD   | Mean        | SD    | Mean             | SD   |
| Your org do not provide Cross cultural training to any employee.                                  | 3.03          | 1.39 | 4.60        | .731  | 1.93             | .959 |
| CCT is given to all the employees of hotel i.e. to front line employees, supervisors and managers | 2.47          | .873 | 3.70        | .460  | 1.87             | .418 |
| Your organization provide CCT to only managers and not the lower frontline employees              | 2.88          | .881 | 1.98        | .410  | 3.86             | .338 |
| Barriers to CCT                                                                                   |               |      |             |       |                  |      |
| Time                                                                                              | 4.00          | .292 | 4.00        | .449  | 4.00             | .000 |
| Money                                                                                             | 3.90          | .897 | 3.62        | 1.03  | 4.11             | .718 |
| Non availability of skilled trainer                                                               | 3.70          | .973 | 2.87        | .818  | 4.31             | .518 |
| Lack of interest from senior management                                                           | 3.74          | 1.14 | 3.33        | 1.62  | 4.04             | .382 |
| Lack of interest by staff                                                                         | 1.50          | .501 | 1.66        | .474  | 1.39             | .490 |
| Seen more as formality then learning activity                                                     | 2.46          | .999 | 1.96        | 1.02  | 2.82             | .809 |
| CCT is difficult to implement                                                                     | 3.33          | 1.41 | 2.40        | 1.109 | 4.02             | 1.20 |

### Attitude Differences Between Chain and Non-Chain Hotels Regarding Diversity of Human Resource

When t tests were calculated (table-4) for attitude difference of HR managers of chain and non-chain hotels on diversity of workforce in Indian hotel industry there were only two issues that have significant difference at 95 percent confidence interval for the mean of diversity of workforce among chain and non-chain hotels. “Human resource is becoming more culturally diverse (t=8.876)”. “Employees with culturally diverse experience will be more successful in hotel industry (t = -2.032)”. For rest of the issues no significant difference was found between the two group i.e., chain and non-chain hotels. It can be inferred that workforce of hotel industry is becoming more culturally diverse and it an alarm for the hospitality providers to understand the significance of CCT for their employees.

### CCT Practices: Comparison Between Chain and Non-Chain Hotels

Further, t- tests were calculated (table-4) to understand the difference in the practices of the chain and non-chain hotels regarding cross-cultural training and the barriers constraining the hotels in providing CCT to their employees. It was found that there were many issues that have significant difference at 95% confidence interval of the difference for mean of chain and non-chain hotel regarding CCT practices. “Your organization didn’t provide CCT to any employee t=18.355”; “CCT is given to all the employees of the hotel i.e., to frontline employees, supervisors and managers t=29.601”; “Your organization provides CCT only to managers and

not to frontline employees t=-36.477”; “Money as barrier t=-3.881”; “Non availability of skilled labour t=-14.677”; “Lack of interest from senior management t=-4.105”; “Lack of interest by staff t=4.066”; “Seen more as formality than learning activity t=-6.610”; “CCT is difficult to implement t=-10.167”. So for most of the issues there is a significant difference between two group i.e., chain and non-chain (the significance is less than 0.05). It can be inferred that there are variations in CCT practices in chain and non-chain hotels. The chain hotels were found to be providing CCT to their employees as compared to non-chain hotels.

## DISCUSSION

Cross-cultural training is an effective strategy in the attainment of organizational performance, targets and to provide 100 percent satisfaction to the hotel guests. Statistic in review of literature revealed multi-cultural diversity in many areas of hotel industry including employees, owners, guests and it shows that diversity is increasing. And the human resource managers of chain and non-chain hotels in this study agreed that human resource is getting more culturally diverse and it recommended for the management to recognize the cultural diversity of their guests, employees and provide CCT to their supervisors, managers and frontline employees.

Further, it is found that non-chain hotels have not implemented CCT in their training schedule. It is suggested that through CCT hotels can better prepare their frontline employees for quality service encounters with people from various cultural backgrounds, being the first and last contact of the customers in hotels. So it becomes important for managers to measure and develop their employees through effective training that yield better results. And the CCT has

**Table 4: CCT Practices: Comparison Between Chain and Non-Chain Hotels**

|                                                                                                                                                   |                             | Levene's Test for Equality of Variances |      | t-test for Equality of Means |         |                 |                 |                       |                                           |          |
|---------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|-----------------------------------------|------|------------------------------|---------|-----------------|-----------------|-----------------------|-------------------------------------------|----------|
|                                                                                                                                                   |                             | F                                       | Sig. | t                            | df      | Sig. (2-tailed) | Mean Difference | Std. Error Difference | 95% Confidence Interval of the Difference |          |
|                                                                                                                                                   |                             |                                         |      |                              |         |                 |                 |                       | Lower                                     | Upper    |
| Human resource is becoming more culturally diverse                                                                                                | Equal variances assumed     | 18.878                                  | .000 | 9.139                        | 210     | .000            | .52787          | .05776                | .41401                                    | .64173   |
|                                                                                                                                                   | Equal variances not assumed |                                         |      | 8.876                        | 169.041 | .000            | .52787          | .05947                | .41046                                    | .64528   |
| Employees who understand other cultures are better able to meet guest's needs in hotel industry                                                   | Equal variances assumed     | 5.771                                   | .017 | -1.228                       | 210     | .221            | -.08415         | .06855                | -.21928                                   | .05098   |
|                                                                                                                                                   | Equal variances not assumed |                                         |      | -1.233                       | 195.078 | .219            | -.08415         | .06823                | -.21872                                   | .05041   |
| Our organization has a culturally diverse workforce                                                                                               | Equal variances assumed     | 6.743                                   | .010 | -1.331                       | 210     | .185            | -.08160         | .06129                | -.20243                                   | .03923   |
|                                                                                                                                                   | Equal variances not assumed |                                         |      | -1.312                       | 180.820 | .191            | -.08160         | .06221                | -.20435                                   | .04114   |
| As number of culturally diverse workforce increases manager's job in supervision becomes more difficult                                           | Equal variances assumed     | .261                                    | .610 | -.263                        | 210     | .793            | -.01821         | .06918                | -.15460                                   | .11817   |
|                                                                                                                                                   | Equal variances not assumed |                                         |      | -.263                        | 191.252 | .793            | -.01821         | .06925                | -.15481                                   | .11838   |
| Our organization prefers to hire employees who understand other countries and their cultures                                                      | Equal variances assumed     | .003                                    | .960 | 1.366                        | 210     | .174            | .14026          | .10271                | -.06222                                   | .34273   |
|                                                                                                                                                   | Equal variances not assumed |                                         |      | 1.377                        | 197.478 | .170            | .14026          | .10185                | -.06060                                   | .34111   |
| Employees who have multilingual would able to provide better services to customers                                                                | Equal variances assumed     | .003                                    | .960 | 1.366                        | 210     | .174            | .14026          | .10271                | -.06222                                   | .34273   |
|                                                                                                                                                   | Equal variances not assumed |                                         |      | 1.377                        | 197.478 | .170            | .14026          | .10185                | -.06060                                   | .34111   |
| Employees with culturally diverse experience will be more successful in hotel industry                                                            | Equal variances assumed     | .042                                    | .839 | -2.032                       | 210     | .043            | -.14044         | .06910                | -.27666                                   | -.00421  |
|                                                                                                                                                   | Equal variances not assumed |                                         |      | -2.031                       | 191.548 | .044            | -.14044         | .06914                | -.27681                                   | -.00407  |
| Cross cultural training is useful tool for employees of hotels to develop an appreciation for values and beliefs of guest from different culture. | Equal variances assumed     | .461                                    | .498 | .408                         | 210     | .683            | .03515          | .08606                | -.13450                                   | .20481   |
|                                                                                                                                                   | Equal variances not assumed |                                         |      | .405                         | 185.420 | .686            | .03515          | .08682                | -.13614                                   | .20645   |
| CCT programme is as important for front line employees as it is for managers.                                                                     | Equal variances assumed     | .104                                    | .747 | -1.060                       | 210     | .290            | -.08543         | .08058                | -.24427                                   | .07342   |
|                                                                                                                                                   | Equal variances not assumed |                                         |      | -1.068                       | 196.683 | .287            | -.08543         | .08001                | -.24321                                   | .07235   |
| CCT improve the long term competitive advantage of organisation                                                                                   | Equal variances assumed     | .907                                    | .342 | .470                         | 210     | .639            | .03206          | .06825                | -.10249                                   | .16660   |
|                                                                                                                                                   | Equal variances not assumed |                                         |      | .471                         | 193.269 | .638            | .03206          | .06812                | -.10229                                   | .16641   |
| Your organization provide CCT to only managers                                                                                                    | Equal variances assumed     | 2.921                                   | .089 | -36.477                      | 210     | .000            | -1.87996        | .05154                | -1.98156                                  | -1.77836 |
|                                                                                                                                                   | Equal variances not assumed |                                         |      | -35.446                      | 169.537 | .000            | -1.87996        | .05304                | -1.98466                                  | -1.77526 |
| CCT is given to all the employees of hotel i.e. to front line employees, supervisors and managers                                                 | Equal variances assumed     | 15.552                                  | .000 | 30.039                       | 210     | .000            | 1.82295         | .06069                | 1.70332                                   | 1.94258  |
|                                                                                                                                                   | Equal variances not assumed |                                         |      | 29.601                       | 180.868 | .000            | 1.82295         | .06158                | 1.70143                                   | 1.94447  |
| Your do not provide Cross cultural training to any employee.                                                                                      | Equal variances assumed     | 16.392                                  | .000 | 17.631                       | 210     | .000            | 2.13224         | .12094                | 1.89383                                   | 2.37065  |
|                                                                                                                                                   | Equal variances not assumed |                                         |      | 18.355                       | 209.764 | .000            | 2.13224         | .11616                | 1.90324                                   | 2.36124  |
| Barrier- Time                                                                                                                                     | Equal variances assumed     | 30.212                                  | .000 | .000                         | 210     | 1.000           | .00000          | .04068                | -.08020                                   | .08020   |
|                                                                                                                                                   | Equal variances not assumed |                                         |      | .000                         | 89.000  | 1.000           | .00000          | .04740                | -.09419                                   | .09419   |
| Barrier- Money                                                                                                                                    | Equal variances assumed     | 20.573                                  | .000 | -4.092                       | 210     | .000            | -.49253         | .12036                | -.72979                                   | -.25527  |
|                                                                                                                                                   | Equal variances not assumed |                                         |      | -3.881                       | 149.662 | .000            | -.49253         | .12691                | -.74330                                   | -.24176  |
|                                                                                                                                                   | Equal variances not assumed |                                         |      | -10.167                      | 199.724 | .000            | -1.62459        | .15979                | -1.93968                                  | -1.30950 |

|                                               |                             |         |      |         |         |      |          |        |          |          |
|-----------------------------------------------|-----------------------------|---------|------|---------|---------|------|----------|--------|----------|----------|
| Non Availability of skilled labour            | Equal variances assumed     | 29.267  | .000 | -15.662 | 210     | .000 | -1.44189 | .09207 | -1.62338 | -1.26040 |
|                                               | Equal variances not assumed |         |      | -14.677 | 140.421 | .000 | -1.44189 | .09824 | -1.63612 | -1.24767 |
| Lack of interest from senior management       | Equal variances assumed     | 525.438 | .000 | -4.706  | 210     | .000 | -.71585  | .15213 | -1.01574 | -.41596  |
|                                               | Equal variances not assumed |         |      | -4.105  | 96.338  | .000 | -.71585  | .17439 | -1.06200 | -.36970  |
| Lack of interest by staff                     | Equal variances assumed     | 3.311   | .070 | 4.066   | 210     | .000 | .27322   | .06720 | .14075   | .40570   |
|                                               | Equal variances not assumed |         |      | 4.087   | 195.439 | .000 | .27322   | .06685 | .14138   | .40507   |
| Seen more as formality then learning activity | Equal variances assumed     | 4.419   | .037 | -6.843  | 210     | .000 | -.86120  | .12586 | -1.10931 | -.61310  |
|                                               | Equal variances not assumed |         |      | -6.610  | 164.634 | .000 | -.86120  | .13029 | -1.11846 | -.60395  |
| CCT is difficult to implement                 | Equal variances assumed     | 6.547   | .011 | -10.044 | 210     | .000 | -1.62459 | .16174 | -1.94343 | -1.30575 |

proven to be an effective way for increasing affectivity of service workers towards different cultural behaviors which would help in reducing stereotype thinking and biases and develop cross-cultural competencies that would lead to greater success. Time is found to be the major barrier for the hotel industry in spite of the category and management of the hotels. This barrier can be overcome through proper planning like providing training in rotations, budgeting periodically for the same. At systematic and organisational level CCT must be closely linked to policy requirement and organisational values and service delivery objectives.

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