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## Communicating effectively across the cultural barrier : a cross-cultural study of the Sydney and Atlanta hotel industries

Danielle Lacey  
*Edith Cowan University*

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**Communicating effectively across the cultural  
barrier – A cross-cultural study of the Sydney and  
Atlanta hotel industries**

**By  
Danielle Lacey**

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**Master of Business (Marketing)**

**Faculty of Business and Law  
Edith Cowan University  
Perth, Western Australia**

**Supervisor: Dr. Katherine Mizerski**

**2005**

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## Abstract

This study aimed to look at the importance of cultural awareness across the hospitality industry as a whole and the industry's response to this issue. The research set out three hypotheses based on one main research question. The research question postulated was: What guest services are Sydney and Atlanta hoteliers providing to meet the needs of guests from different cultural backgrounds?

The research was carried out using a descriptive qualitative research design, additionally a cross-sectional time frame was used. The research was conducted within the hotel population in Atlanta, Georgia, United States of America, and in Sydney, New South Wales, Australia. The research was completed through the use of a mail-questionnaire, however there was a relatively small sample size and a low response rate. The average hotel that responded to the questionnaires were three star properties located in the city centre or suburbs with an average of one hundred rooms, and an average occupancy rate of between sixty and eighty percent over the previous twelve months. The data was analysed using SPSS to calculate frequency distribution and percentages, cross-tabulations, chi-square tests, and correlations.

The analysed data showed that hoteliers ranked the issue of cultural awareness as important to the hospitality industry, thus hypothesis one was accepted. However further analysis showed that hoteliers' beliefs are not affected by the grade of the property to which they are attached.

The analysed data showed that even though the majority of hoteliers provided less than four of the listed facilities to their guests, there was a positive relationship between the perceived importance of cultural awareness by hoteliers and the level of the facilities that are provided by the hoteliers, and therefore hypothesis two can be accepted. Furthermore the data revealed that there is no relationship between the star grading that a hotel has achieved and the level of facilities that they provide.

The third hypothesis related to the training and/or incentives that hoteliers provided to their staff in the area of foreign language or cultural awareness training. Initial analysis showed that the majority of hoteliers provided limited training or incentives to their staff. Further correlation analysis indicated that there is a strong relationship between the importance of cultural awareness and the training/incentives that are available to employees. A final analysis showed that the perceived importance of cultural awareness had a greater impact on training/incentives for Atlanta hoteliers than with Sydney hoteliers. Consequently hypothesis three can be accepted as there is a positive correlation between the level of ascribed importance assigned by hoteliers to the cultural awareness issue and the range of culturally sensitive training that is provided to employees.

Thus the study found that while hoteliers believe the issue of cultural awareness is important, the training they have available and their facilities provisions do not reflect this. This has major implications for the universities and colleges that provide hospitality management courses.

I certify that this thesis does not, to the best of my knowledge and belief:

- (i) Incorporate without acknowledgement any material previously submitted for a degree or diploma in any institution of higher education;
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Is made in the text; or

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7 October 2005

I would like to dedicate this piece of work to my Mom, Carol Lacey, without whom I would not be where I am, nor the person that I am today.

I would also like to acknowledge and thank my professors Dr. Martin O'Neill and Dr Katherine Mizerski for all their help and support over the time that it took me to complete this thesis.

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## 1.0 Introduction

### *1.1 Introduction overview*

Each year, more and more people are travelling internationally. This means that increasingly hoteliers have to deal with people from different cultural backgrounds, people of different religions and people that speak different languages. Hoteliers need to be able to satisfy these guests as they represent an increasing percentage of the market share. To be able to satisfy the guests' expectations, hoteliers must first be aware of what the guests' expect, and how these expectations differ from culture to culture. It is the hoteliers' response to this situation that this research seeks to address. In particular the research hopes to assess what training hoteliers are providing to their staff in the areas of foreign languages and cultural awareness, and what facilities the hoteliers are providing to their international guests. To assess these elements, the overall research question has been posed to determine: what guest services are hoteliers providing to meet the needs of guests from different cultural backgrounds?

The aim of this chapter is to introduce the concepts that will be looked at for the purpose of the research, examine why these are important concepts to consider in today's hospitality business environment, and how these concepts relate to the specific research question being considered. The chapter is structured into the following parts: the background to the study, the significance of the study, the purpose of the research, the research question, and the related hypotheses.

This chapter will also provide a dictionary of the terms that will be used throughout the discussion of the research. This will help to define any ambiguous terms that are used in the context of the research.

## ***1.2 Background to the study***

Butkarat and Meddlick (1974, pvii) define tourism as “the science, art, and business of attracting and transporting visitors, accommodating them, and graciously catering to their needs and wants.” It is a growth industry which is becoming increasingly multi-cultural in nature as more people are travelling, both from and to more diverse locations around the world. With its wide range of benefits including foreign exchange earnings, the creation of a wide range of both full-time and part-time jobs, and the generation of secondary economic activity, tourism is a very lucrative industry with the ability to generate substantial wealth and growth.

Closely aligned with tourism is the hospitality industry (Knowles, 1998). It has even been argued that tourism and hospitality are related in such a manner that one would not be able to exist without the other (Baker and Huyton, 2001). Furthermore it has been recognised that providing a high level of quality service to hospitality guests is becoming an increasingly important factor in the success of hospitality establishments such as hotels and restaurants (Adams, 2001; Fick and Ritchie, 1991; Patel, 2001).

To date, there have been few studies undertaken within the hospitality industry into the effects of multi-culturalism and cultural awareness on tourism (Armstrong, Mok, Go and Chan, 1997). This is surprising given the multi-cultural nature of the hospitality industry and the fact that customers regularly travel across international boundaries in order to consume the hospitality product. This crossing of national boundaries is more often than not a requirement for business travellers, but is usually a choice for leisure travellers. Therefore the importance of increased multi-cultural awareness is growing as leisure travel grows.

The concept of culture is important to research as it may be argued that a hotel's ability to generate and sustain an advantage in the minds of its international visitors may be determined by the level of cultural awareness and sensitivity displayed

towards these visitors and their needs. These needs can only be fulfilled satisfactorily if the staff that are serving international guests are aware of the differences that exist and are sensitive to them. Mok and Armstrong (1998) argue that this demand for culturally sensitive staff has been created by globalization as more people are able to travel, and when they do, they expect a better level of service than they may have previously experienced. Therefore service staff are required to have a greater degree of cultural sensitivity.

Globalisation and internationalisation of the hospitality industry is forecast to continue its growth well into the future (Pizam, 1999; Dev and Olsen, 2000). Although there are no exact figures, the World Tourism Organisation (WTO) has suggested that international tourism should grow by about 8% annually (WTO, 2000). Even though the tourism industry has not experienced this growth in the past, and future growth is threatened by fears of terrorism, the WTO still feels that tourism will continue to grow well into the future. Therefore, as Gilly and Schau (1997, p.85) state, “the likelihood that managers will confront cross-cultural situations is increasing.”

Essential issues within the hospitality industry that need to be addressed include moderate service levels, declining satisfaction rates among guests, waning brand loyalty, high labour turnover, and under performing technology (Admas, 2001; Dev and Olsen, 2000; LaLopa, 1997). It is believed that hotels’ business and revenue would benefit by addressing these issues, and increasing value-added products and services. If hoteliers address these issues, guests may be more inclined to return to the hotel, thus improving occupancy levels. This in turn may decrease costs thereby improving the overall bottom line of the hospitality enterprise. These issues could be improved through better relationships with the customers and by having knowledgeable employees at their guests disposal (Adams, 2001; Dev and Olsen, 2000; Patel, 2001).



The high levels of competition that are present within the hospitality industry have helped define the industry today (Anonymous, 2000; Patel, 2001). This is in a large part due to the fact that hoteliers are not competing on price alone, but on the facilities, service, value-added service, and value for money that they are able to provide (Adams, 2001; Heung and Wong, 1997). This can be attributed to the present environment where the tangible elements of the hospitality industry are becoming increasingly similar from one property to the next. For example, the majority of four and five star hotels will provide a restaurant, a room with a bed and bathroom, room service, and a well presented hotel lobby. Thus the tangible elements are unable to provide hotel establishments with the competitive advantage that it used to. This homogenization of facilities has forced customers to increasingly rely upon the level of service provided to judge the standard of the hotels (Heung and Wong, 1997).

Perhaps the most defining element of the industry is the level of service that it contains (Anonymous, 2000; Enz and Sigauw, 2000). Trevor Ward, TRI Hospitality Consulting joint managing director noted “service is undoubtedly the key ingredient to the success of a hotel” (cited in: Anonymous, 2000, p.35). Therefore, it can be said to a degree of certainty that to be able to survive in the hospitality industry today, hospitality establishments must have a high level of customer service (Fick and Ritchie, 1991).

Due to the increasingly fast paced society in which people are required to live, hotel guests expect to be provided with efficient service provided by friendly positive staff. Customers also expect hotels to maintain and update their systems so that they are able to provide the most efficient service possible. For example, customers expect the check-in process to be as quick and professional as possible. In order to accomplish this, hotels need to use high-quality front-office systems which enable customer information to flow quickly between reservations and check-in.

Customers expect speedy and efficient service, and although they may take it for granted when it is provided, it is obvious when it is absent (Anonymous, 2000). If staff are unable to provide a high level of service the customer will go to another hotel that is able to provide the standard of service that they expect. As competition increases, and customers become more affluent and expect a high quality product, the demand for a high level of service is increasing. Michael Shepard of the Savoy said in 2000 that hoteliers “must give them [the customers] better value for money, faster service with less fuss, and generally make the whole process easier” (Cited in: Anonymous, 2000, p35). This changing attitude indicates that managers are recognising that if they want to retain customers and attract potential customers, hotels must be willing to give the customers what they want and expect. When Enz and Siguaw (2000) identified the top hotel service providers in the United States of America, the attributes which these hotels shared were a recognition that a guest’s determination of the service quality happens at the same time as the service they encounter, a strong focus on training and empowerment, and the fostering of a service culture within the hotel. From this study Enz and Siguaw (2000) conclude that the benefits from excellent customer service can include increased competitive advantage, lead to lower staff turnover due to higher employee morale, contribute to an increase in the hotel’s overall performance measures, and most importantly lead to increased customer satisfaction.

Baker and Huyton (2001) argue that to satisfy customers, hoteliers must be able to provide a service that is both valued by that customer and meets their expectations. They go on to point out that this takes more than the incidental services, such as providing limited information in foreign languages. It requires a greater effort on the part of the hotel and an ability to treat each customer as an individual. For example, if hotel employees are aware that a guest checking-in is from an Islamic country, they can provide a list of restaurants in the area that provide Halal meals, especially if the hotel does not provide that facility. As Nishiyama (1996, p59) reasons, “a hotel should be a home away from home for all hotel guests. It must offer the guests not only comfortable rooms, but also excellent personalized service,

good food, and a safe and pleasant environment.” If hoteliers are not able to satisfy customers by providing a valued service then it is likely that the customer will not return to the hotel, thus causing a loss for the hotel. With an increase in multi-cultural guests, it can be argued that at the very least, some degree of cultural awareness amongst hotel employees is necessary in order for them to treat customers as individuals who have different needs and wants. This will thus provide a valued service which will satisfy the hotel’s guests.

As Niininen, Orr, Wiesehofer, Callanan and O’Neill (2000) acknowledged, there can be significant differences between cultures, and to survive within the global environment, businesses need to recognise and address these differences (Champy, 1999; LaBahn and Harich, 1997; Malissa, 1998; Van Warner, 1994; Welsh and Swerdlow, 1992). Customers assess the level of service quality that they receive based on the expectations they have going into the service encounter. Their assessment criteria rises from their cultural background.

An operation that wishes to be successful in the present global environment will try to understand the differences that exist in order to improve the relationship between their customers and their staff. This is especially true of the international hospitality industry, where the literature suggests that service is the vital antecedent to the satisfaction of customers’ expectations, customer retention and a healthy bottom-line (Anonymous, 2000; Enz and Sigauw, 2000; Fick and Ritchie, 1991).

By gaining an understanding of the different service expectations of their guests, hoteliers are then able to provide a level of service that satisfies these expectations (Zeithamal, Berry and Parasuraman, 1988, 1993). However, if hoteliers are not aware of the differences that exist between cultures, then they will not be aware of the various expectations of their international guests. It is essential therefore that staff are both willing and able to meet the needs of these customers. The implication is therefore that employees need to have both the social and technical skills necessary to meet the guests’ needs.

Closely aligned to the provision of quality service and employee training is the issue of facility provision. In short, perceptions of quality can only be realised in a hospitable environment. In other words, regardless of the intention, if the service environment is culturally non-conducive to the delivery mechanism for quality service then it is unlikely that a quality perception will be derived and/or maintained by the international visitor. Given that most hotels actively promote their facilities and services within the international marketplace, it is essential that they provide these services in a culturally aware and user-friendly environment (Gilly and Schau, 1997).

The two issues this research seeks to address are:

- (1) The importance of cultural awareness to the broad hotel industry  
and
- (2) The hotel industry's response to this issue

The research builds upon the earlier work of Niininen, Orr, Wiesehofer, Callanan and O'Neill (2000) which addressed the issue of cultural awareness in the context of the United Kingdom (UK) hotel industry. However, unlike the previous study which sought to address differences in approach between hotel classifications in the UK only, the present research seeks to address the issue of assigned importance of cultural awareness and the surrounding issues by hoteliers in two different countries which are culturally similar - the United States of America (Atlanta) and Australia (Sydney). Atlanta and Sydney were chosen due to their similarities. Both are major hubs of international trade which have recently hosted the Olympic Games, and have English as their native language. Similarly both are able to attract a large number of both business and leisure travelers. Both cities have a similar number of hotels, with 286 hotels in Atlanta and 363 in Sydney. Furthermore, they have similar populations with Atlanta having a population of a little over 4 million and Sydney having a population of a little under 4 million.

### ***1.3 Significance of the study***

As a growth industry, tourism is expected to expand up to 8% annually until the year 2010 (World Tourism Organisation, 2000). According to the WTO there were 696.7 million tourist arrivals worldwide in 2000. This is an increase of 6% from 652.2 million in 1999, and an increase of 10% from 628.9 million in 1998 (WTO website: <http://www.world-tourism.org>, accessed 6/11/02). The decrease in international tourist arrivals by 0.6% in 2001 was attributed to weakening economic markets and the terrorist attacks on September 11th 2001. The regions most affected by this downturn were South Asia and the Americas. However Africa, East Asia and the Pacific recorded positive growths which in turn may have distorted the 0.6% decrease. Therefore, this figure may not be a true indication of the downturn experienced.

Nevertheless, this decline was reversed in 2002 with preliminary figures showing that international tourist arrivals increased by 3.1% to over 715 million, which for the first time exceeded the 700 million tourist mark (WTO website: <http://www.world-tourism.org>, accessed 24/02/03). Based on the previous years growth of 3.1%, international tourist arrivals should exceed 735 million in 2003. However the actual figures may be relatively lower than expected due to war in the Middle East, the continued threat of terrorism and the outbreak of the SARS virus.

The WTO (1999, p13) ranked the world's top ten tourist destinations as

- (1) France
- (2) United States of America (USA)
- (3) Spain
- (4) Italy
- (5) United Kingdom (UK)
- (6) China
- (7) Poland
- (8) Mexico
- (9) Canada
- (10) Hungary

Australia was ranked as the 29<sup>th</sup> most popular destination in 1997. This is an increase from 53<sup>rd</sup> in 1980. The USA improved from 12<sup>th</sup> in 1980 to 2<sup>nd</sup> in 1997.

Worldwide tourists spent US\$462.2 billion in 2001. This was down from US\$474.4 billion in 2000, but up from US\$456.6 billion in 1999 and a significant increase from US\$263.4 billion in 1990 (WTO website: <http://www.world-tourism.org>, accessed: 6/11/02). This corresponds with the changes in the numbers of international tourist arrivals. The slump in spending in 2001 was attributed to tourists shifting their travel habits as they were travelling to closer and less expensive destinations. This was again attributed to weakening economic climates and the terrorist attacks.

The WTO attributed the tourism spending of US\$462.2 billion in 2001 into the following regions:

- Africa<sup>1</sup> - 2.5%
- Americas<sup>2</sup> - 26.5%
- East Asia and the Pacific<sup>3</sup> - 17.7%
- Europe<sup>4</sup> - 49.8%
- Middle East<sup>5</sup> - 2.4%
- South Asia<sup>6</sup> - 1.0%

The WTO (1999, p14) cites the USA as the largest tourism earner in the world, earning US\$73,268 million in 1997. This represented a 16.81% share of the world total, up from US\$10,058 million in 1980, (9.55% of the world total). On the other hand Australia was ranked as the 10<sup>th</sup> largest tourism earner, receiving US\$9,026 million in 1997. This represented a 2.07% share of the world total, increasing from US\$967 million in 1980, (0.92% share of the world total). These figures show that for both the United States of America and Australia, their earnings from tourism are increasing as their market share and tourism spending increases, demonstrating that both countries are earning more and more each year from tourism. If tourism spending keeps rising as it has been predicted to, this pattern of growth will continue exponentially.

Perhaps more importantly is who is spending the money. The WTO (1999, p15) ranks the United States of America, Germany and Japan as the top three tourism spenders, spending US\$51,220 million, US\$46,200 million, and US\$33,041 million respectively in 1997. This represented a total of 34.54% of the world total in 1997.

<sup>1</sup> Africa includes North Africa, West Africa, Central Africa, Eastern Africa, and South Africa

<sup>2</sup> Americas includes North America, Caribbean, Central America, and South America

<sup>3</sup> East Asia and the Pacific includes North East Asia, South East Asia, and Oceania

<sup>4</sup> Europe includes North Europe, Western Europe, Central Eastern Europe, Southern Europe and East Mediterranean Europe

<sup>5</sup> Middle East includes the Middle East

<sup>6</sup> South Asia includes South Asia

From these figures it can be seen that of the top three tourism spenders, the two that are from non-English speaking countries represent 21% of the world total, and have very different cultures from USA and Australia. While their share of the total money spent may seem relatively small, it is a significant amount and therefore, their needs and expectations need to be considered.

Overall the WTO figures discussed above show that:

- Approximately 70% of tourism spenders are from non-English speaking backgrounds
- More people are travelling worldwide
- People are spending more money when they travel
- The USA and Australia are becoming more popular destinations, and therefore are gaining a larger market share of the tourism receipts

In accepting the WTO's definition of an international visitor as "any person who travels to a country other than that in which s/he has his/her usual residence but [is] outside his/her usual environment for a period not exceeding twelve months and whose main purpose of visit is other than the exercise of an activity remunerated within the country visited" (WTO, 2000, pviii) it is estimated, that over 4 million visitors visited Australia in 1999, representing approximately 4% of the gross domestic product, with tourists spending just over AU\$16 billion (Smith, 2000). The WTO 2001 report shows that of the visitors that arrived in Australia in 1999:

- 1.60% were from Africa
- 11.97% from the Americas
- 60.18% from East Asia and the Pacific
- 24.31% from Europe
- 0.77% from the Middle East
- 1.12% from South Asia



The same report shows that over 48 million tourists visited the United States of America in 1999, spending US\$92.1 billion. When broken down, the tourist arrival figures for the USA in 1999 showed that:

- 0.56% were from Africa
- 59.28% from the Americas
- 15.06% from East Asia and the Pacific
- 23.99% from Europe
- 0.48% from the Middle East
- 0.62% from South Asia

These two sets of figures show that comparatively, the USA and Australia received almost the same number of visitors from Africa, Europe, the Middle East and South Asia. However, the USA received about a quarter of the visitors from East Asia and the Pacific that Australia did. Similarly, Australia received just under a quarter of the visitors from the Americas that the USA did. These differences may be accounted for due to the proximity of Australia to the East Asian and Pacific region, and the USA's proximity to the Americas.

In conclusion, the figures discussed throughout this section demonstrate quite clearly that an ever-increasing number of people are now travelling worldwide. Additionally, more and more of these travellers are originating from non-English speaking backgrounds. Although the number of these tourists seem to a certain extent to be a minority, Li, Bai and McCleary (1996) note that China is set to become one of Asia's largest tourist generators. This is accredited to the fact that China has the greatest number of consumers in the world owing to its high population figures (Yau, 1988), and in recent years has relaxed restrictions on overseas travel by its citizens. In addition, Fitzgerald (1998) suggests that the Asian countries of China, Korea, Indonesia, Malaysia and Thailand are going to be a large growth area for the Australian hotel industry due to their proximity and higher levels of disposable income. From these figures we can infer that international

visitors are becoming more important for hoteliers as both the United States of America and Australia are becoming more popular tourist destinations for non-English speaking tourists.

#### ***1.4 Purpose of the study***

The current research seeks to address the key issue of cultural awareness, and discover if and how hoteliers are dealing with the different needs of international guests. Specifically, it shall address the importance of the cultural awareness issue to Sydney and Atlanta hoteliers, and their response to it in terms of facility provision and staff training.

#### ***1.5 Research question and related hypotheses***

This study is based upon the premise that the level of cultural awareness displayed by individual properties and the broader hotel industry will have a direct bearing upon the performance of the specific operation, wider industry success and actual destination appeal (Murphy, 1985; Mill and Morrison, 1992; Palmer, 2001; Pizam, 1999). This premise is based upon the knowledge that customers' expectations and needs are related to their cultural backgrounds and if satisfied with the service that they receive at an establishment will return if possible, and will speak positively of the destination, thereby encouraging others to take the trip. On the other hand however, a bad experience will stop a guest returning to the establishment and possibly the destination itself. Furthermore, it is likely the dissatisfied customer will speak negatively about both the establishment and the destination, thereby discouraging others from visiting the country in question.

For the purpose of this study it is argued that the degree of importance assigned by hoteliers to the issue of cultural awareness will be strongly correlated with the level of facility provision and multi-cultural training provided to staff. In other words, the more important a hotelier considers the issue of cultural awareness, the more

training they will provide to their staff, and the more facilities they will provide to their guests. On the other hand, the less important a hotelier considers this issue, the less likely it is that they are going to provide training to their staff and facilities to their guests as they may perceive these to be redundant to increased business performance. The primary research question is therefore postulated as follows:

What guest services are Sydney and Atlanta hoteliers providing to meet the needs of guests from different cultural backgrounds?

Additionally, the study intends to assess the relationship between actual facility and service provision, and the degree of importance assigned by hoteliers to the issue of cultural awareness. This is reflected in the research hypotheses as detailed below.

#### *Hypotheses:*

The World Trade Organisation has stated that international tourism will expand annually till at least 2010. Even though there have been setbacks in the past two years, overall international tourist arrivals have continued to increase over the past two decades (WTO website: <http://www.world-tourism.org>, accessed 24/02/03).

With this increase in international tourism, hoteliers have to satisfy the expectations of guests from different cultural backgrounds. If hoteliers are not able to satisfy the expectations of their guests, then it is unlikely that they will return to the establishment, furthermore they may provide negative feedback to other potential customers (Zeithamal et al, 1988, 1993). This in turn will lower a hotels reputation, reduce the number of return guests it has, reduce the number of potential guests that may stay there, and in turn may lead to an eventual downturn in profits.

As specific expectations of guests are based on their cultural backgrounds (Pizam, Jansen-Verbeke and Steel, 1997), and hoteliers are unable to judge different customers' expectations if they are not culturally aware, it is expected that hoteliers

will judge the issue of cultural awareness as important to the success of their business in the current global tourism environment.

Furthermore, it can be expected that hoteliers that have achieved a higher grading will provide more facilities to their guests and training to their staff. This is in a large part due to the requirements that need to be met for a hotel to receive a particular star grade (Heung and Wong, 1997). For example, it is more likely that a five star hotel will provide multi-lingual service staff than a two star hotel.

As a result, hypothesis one is put forward as:

H1: Hoteliers will rank the issue of cultural awareness as being very important

H1a: There will be a positive correlation between the importance of cultural awareness and the star grading of the hotel

It is essential that hoteliers provide their services in a culturally aware and user-friendly environment (Gilly and Schau, 1997), otherwise the service that is provided may not be perceived to be of a satisfactory nature by the guest. Perceptions of service are based on expectations (Zeithamal et al, 1988, 1993), and expectations are based on what has been experienced in the past, both within their own countries and on their previous travels (Nishiyama, 1996).

With an increase in guests' expectations, and with more individuals from different cultural backgrounds travelling, it may become increasingly important for hotels to provide a greater range of facilities to meet the diverse needs of their international customers. This is especially true of the current hospitality environment where a high level of competition is present, and if one hotel does not provide the service that a guest is looking for it is likely that the dissatisfied guest will look elsewhere to have their expectations met. These facilities can be as simple as multi-lingual

service staff, or as complex as foreign language computer software. If hoteliers believe that cultural awareness is important to business success, they are more likely to provide a greater range of culturally sensitive facilities to their guests.

Subsequently, hypothesis two is proposed as:

- H2:        There will be a positive correlation between the level of ascribed importance assigned by hoteliers to the cultural awareness issue and the type and range of facilities provided for guests

One of the key elements in providing excellent service to customers is being able to communicate with the customer (Ive, 2000). With the increase in international tourism, hospitality employees will have to communicate with guests from different cultural backgrounds who speak different levels of English, and in some cases no English. To be able to communicate effectively with these guests, front-line hotel employees need to be trained in foreign languages.

Furthermore, hoteliers have to ensure that employees are equipped with the knowledge of different cultures so that they do not accidentally cause offence to the customer. If a hotel employee offends a customer, it is possible that the customer will not want to return to the establishment, and indeed may leave prematurely. To circumvent this problem from arising, hoteliers need to train their staff in cultural awareness to ensure their staff are at least aware of the different cultural practices of their potential guests. Cultural awareness training is a strategy that has been employed to some degree of success within the restaurant industry. The study showed that employees that had undergone cultural awareness training had improved interpersonal skills and a developed more positive attitude towards cultural diversity (Lee and Chon, 2000).

From this it can be seen that increased training in foreign languages and cultural awareness may be beneficial to employees within the hospitality industry, especially

as international tourism continues to increase. However, if hoteliers do not believe that the issue of cultural awareness is important to business success, then they are unlikely to believe that the training is necessary.

Hypothesis three is thus postulated as follows:

- H3: There will be a positive correlation between the level of ascribed importance assigned by hoteliers to the cultural awareness issue and the range of culturally sensitive training provided to employees

The research will report on an approach to establish the concept of cultural sensitivity as an important component of current hospitality management practice, and is intended to add to the existing literature, as to date, very little research has been undertaken on the issue of hotel industry response to the issue of multiculturalism (Armstrong et al, 1997). The subject of cultural awareness within the hospitality industry is crucial to research, as it can be argued that visitors' repurchase intentions are influenced by the level of service received, which is to a large extent reflective of the level of awareness displayed by a property to the needs of customers from different cultural backgrounds.

### ***1.6 Definition of terms***

For the purpose of this study the following terms are defined: cultural knowledge; cultural awareness; cultural sensitivity; hotel demographic profile; guest profile; training; and facilities.

- **Cultural knowledge:** cultural knowledge is the “familiarisation with selected cultural characteristics, history, values, belief systems, and behaviours of the members of another ethnic group” (Adams, 1995).

- **Cultural awareness:** cultural awareness is defined as developing sensitivity and understanding of other ethnic groups (Adams, 1995). This usually involves internal changes in terms of attitudes and values, and it also refers to the openness and flexibility that people develop in relation to others.
- **Cultural sensitivity:** cultural sensitivity can be expressed as “knowing that cultural differences as well as similarities exist, without assigning values, i.e. better or worse, right or wrong, to those cultural differences” (National Maternal and Child Health Center on Cultural Competency, 1997).
- **Hotel demographic profile:** hotel demographic profile refers to the characteristics of the hotels of interest. The demographics of a hotel can be expressed through various characteristics ranging from the number of rooms that the property has, to its rating and where it is located, to how many employees it has. For the purpose of this study the characteristics of interest are the number of rooms the establishment has, the average room rate, the occupancy levels over the preceding twelve months, the classification of the hotel, the location of the establishment, and the number of employees that the establishment has.
- **Guest profile:** guest profiles refer to the characteristics of the guests that stay in the hotels of interest. Guest information is collected upon check-in and compiled to obtain the general characteristics of the guests that are staying within the establishment. For the purpose of this study the characteristics that are of interest refer to the originating country of the foreign guests; and the purpose of guests visit, should it be for business, tourism or for visiting relatives or friends.
- **Training:** “Training emphasises immediate improvements in job performance via the procurement of specific skills” (Stone, 1998, p.319). Training can include information such as how to perform the tasks

associated with a specific job, or can be more general as in customer service skills or languages. For the purpose of this study, training refers to whether the hotels provide cultural awareness training, or foreign language training; or whether the hotels provide incentives to their staff to obtain training outside of the workplace.

- **Facilities:** for the purpose of this study the facilities that are of interest are the ones provided for the use of multi-cultural guests, such as an arrow indicating the direction of Mecca; the provision of Halal or Kosher meals; the provision of foreign language newspapers or television; and the provision of multi-lingual service staff.



## 2.0 Literature Review

### *2.1 Literature Review Overview*

To be able to better define the research parameters, it is necessary to understand what research has already been undertaken in the past, and the relevant conclusions that were drawn. This chapter endeavours to review the relevant literature related to culture, the global business environment, the hospitality industry, and training and facilities provided in the hospitality industry. This discussion begins with reviewing what culture actually is. A clear understanding of what culture is, is necessary in order to understand what effect it has on people, global business, and most importantly, the hospitality industry. Furthermore, it is necessary to consider what elements are involved in culture, and how culture affects people and their everyday behaviour. A further aspect that must be addressed at is how cultural awareness and cultural sensitivity are interrelated. Related to this, is whether it is possible to be culturally sensitive without first being culturally aware.

Having explored the issue of culture, it is then necessary to put the theory into context and investigate why culture is an important concept to consider in terms of the global business environment, specifically within the tourism and hospitality industry. In addition, it is important to look at how culture affects communication. Communication is a key component of the service experience and thus is essential in any hospitality transaction. Moreover, it is important to look at how the different cultures of the guests affects the training that is provided to staff, and the facilities that hoteliers provide. This is so that the effect of culture on the hoteliers' cultural awareness efforts is fully understood. Throughout the literature review, any limitations of the current literature available will also be discussed, and therefore any relevant drawbacks will be raised.

Based on the above issues, the literature has been reviewed and considered under the following sections: culture, culture in the global business environment, culture and communication, culture and training, and culture and facilities.

## **2.2 Culture**

### **2.2.1 Culture**

There are many variations on the concept of culture (Geertz, 1993; Van der Wagen, 1999); and therefore within the literature reviewed, there were numerous definitions of culture. To add to the debate, culture is an “amorphous concept” (Brislin, 1993; Kluver, 2000), meaning that it is ever changing.

One of the earliest explanations of culture within the literature is by Edward Burnett Taylor in 1871, when he states that culture is a “complex whole which includes knowledge, belief, art, morals, law, customs, and any other capabilities and habits acquired by man as a member of society” (Culture, <http://www.britannica.com>, accessed 23/05/01). Others, however, take a different approach, arguing that culture is a “learned phenomenon” obtained through socialization with other members of that culture (Ward, Klees and Robertson, 1987), a “collective subjectivity” (Alasuutari, 1995; Casson, 1993), or “the man-made part” of the environment in which we live (Herskovits, 1948).

One of the most complex and complete characterizations of culture is provided by the Anthropologist Clyde Kluckhohn. Kluckhohn defines culture as:

*“The total way of life of a people, the social legacy the individual acquires from his group, a way of thinking, feeling and believing, an abstraction from behaviour, a theory on the part of the anthropologists about the way in which people in fact behave, a store-house of pooled learning, a set of standardised orientations to recurrent problems, a learned behaviour, a*

*mechanism for the normative regulation of behaviour, a set of techniques for adjusting both to the external environment and to other men, a precipitate of history, and as a map, a sieve and as a matrix” (Cited in: Geertz, 1993)*

The one element that all the definitions have in common is that they try to explain the behaviour that anthropologists, or anyone observing sees within the different cultures. Furthermore, the majority of the definitions of culture highlight the group mentality of the cultural concept. This may be because anthropologists believe that a culture is not able to exist without a group of individuals for it to exist within.

Therefore, for the purpose of this study, culture can be defined as a concept that defines a group identity. This group identity incorporates various elements, including (but not limited to) religion, language, beliefs, history, morals, laws and customs.

Researchers have used different theories to differentiate cultures from each other. Schneider and Barsoux (1997) suggest that cultures have three levels to them: their artifacts and behaviours; their beliefs and values; and their hidden assumptions. The artifacts and behaviours of a culture are obvious to an outsider as it is what can be seen on the surface. For example, an artifact that African native tribesmen use to hunt their prey is a spear, compared to an Australian Aboriginal's boomerang. Judging a culture based on artifacts and beliefs alone cannot lead to a comprehensive understanding of that culture, as it would be superficial at best. The beliefs and values of a culture are the elements of that culture that lay below the surface. For instance, this can include the myths and the traditions that affect the way in which individuals behave. A good example of this is the way that buildings built in Chinese societies never have a fourth or fourteenth floor, due to Chinese superstition that these numbers represent death. Studying culture at this level would lead to a greater understanding, however why these beliefs and values are held would not be understood. To fully understand a culture, hidden assumptions need to be uncovered and comprehended. Therefore, when anthropologists want to

completely understand a culture they need to be familiar with that culture's hidden assumptions. On the other hand, hospitality employees and the establishments that they work for need only have an adequate understanding of their guests cultural beliefs and values and not the culture's hidden assumptions in order to predict to a certain degree the expectations of their international guests.

Hall (1966, 1976) singled out two elements that can be used to differentiate cultures: cultural context and contact, expressing these in the framework of either high- or low- context/contact. It is this high- or low-context that affects how a culture communicates, and how they interpret communications sent to them. High-context cultures employ a majority of non-verbal tools to communicate their message. For example, Italians use a lot of hand gestures. Whereas low-context cultures are more direct in their communication, using mostly verbal tools. For example, German people express themselves verbally and use very few non-verbal gestures. In terms of contact, Hall defines high-contact cultures as having a small personal space with people who touch frequently. For example, Indians and Sri Lankans are very tactile. On the other hand low-contact cultures have a large personal space that they do not like to have invaded, and they touch infrequently. For example, in Japan where bowing is used instead of handshakes and personal space needs to be observed. These two elements which Hall identified are important concepts to understand when dealing with different cultures either socially or within the business environment, as misinterpretation of either can lead to difficulties in the communication process.

Hofstede identified four dimensions of culture: power distance; uncertainty avoidance; individualism versus collectivism; and masculinity versus femininity (Bond and Hofstede, 1984). These dimensions of culture are important to understand as it affects the way people behave. Power distance refers to the way in which power is distributed throughout the society. An individual from a culture where power is distributed unequally will expect to be treated according to the level that they have achieved within that culture. For instance, in Japan where lower level

employees are expected to treat senior employees with respect verging on reverence. However, an individual from a culture where power is more equally distributed will be more likely to expect to be treated with the same respect as everyone else within the society. Australia for example has a low level of power distance. Uncertainty avoidance refers to what length individuals within a society will go to avoid conflict and aggression. An individual from a culture with low uncertainty avoidance is more likely to confront a situation or a problem, for instance Australians. Whereas the opposite is true of high uncertainty avoidance cultures like China. Individuals from an individualistic culture are more likely to emphasise individual achievements, for example Americans. Whereas collectivistic cultures are more likely to emphasise the achievements of the group, as in Japan. The final dimension refers to the items that are considered important within the culture. Individuals from masculine dominant cultures would consider success, money and material goods as important, as in Germany. Whereas individuals from feminine dominant cultures would consider family, friends, and quality of life as important, for example Italians.

Prior to Hofstede, Abrams (1983) argued that core values differ between cultures. For example, in China kinship and ancestral veneration is highly valued, whereas in the United States of America people, put more emphasis on individualism and independence. The example components kinship and individualism could be important in the consideration of culture, as it affects the way in which individuals behave. Individuals from cultures that deem individualism to be important are more likely to be concerned with themselves, and are more likely to travel individually or in small groups. On the other hand, individuals from cultures that judge kinship to be important are likely to consider the outcome of their actions in terms of the group, and are more likely to travel in large tour groups.

While cultures may appear to be similar in nature, there are usually slight differences that make each culture throughout the world unique and separate from others (Abrams, 1983). For example, the Korean culture and the Japanese culture

may appear to be very similar to each other, and indeed, at first glance these two are very similar. They are both cultures where the younger person must look up to the elder, the wife to the husband, the junior employee to the senior employee. Arguments are kept behind closed door and leadership is never challenged. However at the same time, there are significant differences. When faced with the same situation, Koreans are more likely to be outspoken and emphasise honesty, whereas Japanese may place a lot of emphasis on maintaining respect and distance. Differences between cultures may also exist within the same country (Liu, 2000). For instance, in Malaysia there are several cultural identities, depending on where a person lives and their ancestral history.

Australians and Americans appear to have a very similar culture on the surface. For example, both have the same national language, both enjoy team sports, and both are comparatively relaxed societies. However, as with the previous example, there are subtle differences between the two. Though they use the same language, colloquial speech differs between the two countries. For example, few Americans would know that a can of beer is a 'tinny' or know what a roundabout is. Whereas an Australian would not know that a 'biscuit' is on the 'breakfast menu' not an accompaniment to the mid-day break. Even though sports are popular in both countries, the popular sports are noticeably different. The two most prevalent sports in America are Gridiron (American football) and baseball, whereas in Australia it is Australian rules football and cricket. Furthermore, even though both Americans and Australians are low-context cultures, Americans are a low-contact culture, whereas Australians are a high-contact culture.

Whatever the culture in question, to be able to fully understand it, it needs to be studied as a whole, as culture is a holistic concept (Islam and Sheppard, 1997). As the previous discussion articulated, there are many elements within the cultural concept. Most authors agree that these elements include, but are not limited to; language; family; relationships; history; religious beliefs; traditions; myths; ceremonies; morals; customs; climate; education; geography; arts; social economic

and political norms; mental processes; and a people's system of values (Baligh, 1994; Harris and Moran, 1985; Imber-Black, 1997; McCort and Malhorta, 1993; Pizam, 1999; Watson and Hill, 2000). While these elements are a part of the cultural concept, they also affect, and are affected by culture. To be able to truly understand someone else's culture all these elements within the culture need to be studied and understood. Although this is a level of understanding that anthropologists hope to achieve when they study another culture, for the purpose of conducting business in the global business environment a more superficial understanding is acceptable.

It is not however only these previously identified elements that affect a national culture. Watson and Hill (2000) argue that a country's culture is also dependent on the size of that country, its neighbours, and its current economic climate. Moreover, it is argued that a country's culture is affected by its exposure to other cultures over time (Dunning and Bansal, 1997). This is an important consideration as it shows that a culture can be affected over time by internal and external elements and is therefore ever changing thus affecting the behaviours and expectations of the individuals within that culture. Therefore, when studying different cultures, it is imperative to take this into consideration.

It should be appreciated that although there is a belief that with the current globalisation there is a move towards one global culture, the different cultures throughout the world have no desire to integrate into one international culture (Fulgate, 1995). In addition, even though it is recognised that whilst globalisation changes cultures, it also strengthens them. Kluver (2000) supports this when he states that "there is evidence that indicated that the emerging globalizing information society, rather than weakening cultural and national identity, actually strengthens traditional cultural forms." The strengthening of individual cultures may be because as individuals become more aware of the 'global culture,' they do not want to lose their own distinctive culture, as they feel their culture defines who they are. Yau (1988) points out that some traditional Chinese values are still held

today by the younger members of the Chinese society, even though in a globalised community these traditions are thought to be outdated. For example, Chinese culture is heavily laced with superstitions which are still held by the younger generation, even though scientific evidence proves that there is no basis for these superstitions. Consequently, instead of culture becoming a lesser consideration for international business, it is actually increasing in importance.

### *2.2.2 Culture and the individual*

Another area of importance is how culture affects the individual. Culture affects not only the way we think, but also the way we act, the choices that we make, the way we see things, as well as defining our outlook on life (Van der Wagen, 1999). This widespread impact is because an individual is surrounded by their culture from the day they are born. It is learnt from parents, teachers, siblings, peers and others within the society.

It has been argued that culture can affect an individual either directly or indirectly (McCort and Malhorta, 1993). An example of an individual that has been affected directly by culture is someone from a strict religion. For instance, a strict Muslim will not eat any pork product as it is written in the Koran that pigs are unclean and therefore not fit for human consumption. Culture can also affect an individual indirectly. For example, someone from a highly masculine culture, such as the USA will probably have been encouraged since childhood to believe that financial success and a high social status are central to a happy and fulfilling life. This belief will then influence their education, career goals and social group. Although the basis of their decisions may be subconscious, it is often formed due to indirect cultural influences.

Another consideration is that an individual will be affected by the culture that they are raised within as opposed to the culture that they are born into (Dahl, S. website: <http://stephweb.com/capstone/capstone.pdf>, accessed: 29/11/2002). This is



becoming more relevant with increasing levels of migration. It can be seen clearly within the American Chinese community where native Chinese parents fight to instil Chinese values in their American born children. However, it is often the case that American ideals will form the basis for their children's culture.

Researchers have maintained that culture affects individuals in different ways. The basic argument is that the purpose of culture is to aid individuals in coping with the physical and social realities of their world (McCort and Malhorta, 1993). This is because culture helps individuals to interpret the cues that are presented to them in the social environment, and it provides them with set responses to certain situations. However, another view is that culture constrains the way in which people behave, and sets out guidelines for how people should behave in social situations (Dunning and Bansal, 1997). The reasoning behind this argument is that culture tells individuals what they should think and how they should act in certain situations. Based on these opposing opinions it can be concluded that although culture aids people, it can also constrain them. This is especially true of some cultures throughout the world. For instance, the Chinese culture where family and ancestral history plays a central role in everyday life. This promotes family unity and can provide individuals with a good support system. However, it can also constrain the individual by not allowing them to fulfil their ambitions as they feel that must remain and take care of the older generations. Although other cultures may seem more flexible and lenient, they can also place constraints upon the individual.

In addition, it has been argued that culture also may affect individual's sensory realities. "[People] see, hear, feel and smell only that which has meaning or importance to them" (Barna, 1994, p.341). This shows that culture not only affects who an individual is, but what they perceive as important within their physical environment. For example, within Western cultures individuals are lead to believe that cleanliness and pleasant smells are connected, therefore someone who smells pleasant is thought to shower regularly and use deodorant. Whereas someone who smells offensive is considered dirty and it is assumed that they do not shower

regularly. In other cultures however, other smells are considered to be signs of cleanliness, smells that Westerners may consider being the sign of a 'dirty' person. If individuals are unaware of the differences that exist, misunderstandings are more likely to arise when people from the two different cultures socialise.

Culture can also affect the way in which an individual behaves and reacts to certain situations. Trandis, Brislin and Hui (1998) reason that an individual's focus on information relative to relationships depends on whether they are raised in a collectivistic or individualistic culture. Trandis, et al. (1998) propose that individuals from individualistic cultures usually place more emphasis on information, whereas individuals from collectivistic cultures generally find relationships more important, and thus putting more emphasis on relationships. Further to Trandis et al.'s (1998) argument and in conjunction with Hall's (1976) high- and low- context theory, Gudykunst and TingToomey (1988) suggest that depending on whether an individual comes from a high- or low- context culture, they will deal with conflict differently. They argue that individuals from low-context cultures are more likely to assume a confrontational stance when conflict occurs, whereas individuals from high-context cultures are more likely to be less confrontational in conflict resolution.

Most importantly perhaps is the argument that culture affects an individual's personality. Margaret Mead argues that culture sets and defines personality from an early age, and that we are all a product of "culture prescription" (cited in: Abrams, 1983). Mead's theories are supported in the following statement:

*Since the infant of the human species enters the world cultureless, his behaviour – his attitudes, values, ideals, and beliefs, as well as his overt motor activity – is powerfully influenced by the culture that surrounds him on all sides. It is almost impossible to exaggerate the power and influence of culture upon the human animal... Culture is stronger than life and stronger than death (Culture, <http://www.britannica.com>, accessed 23/05/01).*

Following from this statement it can be concluded that culture affects everything that an individual is, becomes, and does. Culture supersedes the individual as it existed before the individual was born and will remain after the individual has passed away. As long as human life exists there will always be culture in one form or another.

### *2.2.3 Cultural awareness and sensitivity*

Culture is a concept that while complicated, affects individuals on a day to day basis. It affects our development from birth, who we are, how we think, the choices that we make, and our overall outlook on life. Culture defines the principles that we live our lives by and is learned through socialisation. It is made up of the language that is spoken; relationships within the society; the history that helped to form the culture; the religious beliefs of the culture; the traditions, myths, ceremonies, morals, and customs held by the people of that culture; the educational system within the culture; the arts of that culture; and the social economic and political norms.

Even if a culture is studied and it is understood how that culture affects individuals within the society, it is almost impossible to know everything about everyone that you are likely to come into contact with. Nevertheless, as society today is more diverse than ever, it is imperative that individuals are culturally aware and sensitive in order to achieve social harmony. Van Warner (1994) recognised that “if you factor in the widely varied religious and cultural views presented by international expansion and widening diversity of our populace at home, remaining inoffensive can sometimes be a full-time job.” As there are still many individuals who are not aware of the differences that exist between different cultures, it is increasingly likely that they will offend someone within their day to day interactions, which could have serious implications within service industries such as the hotel industry.

Van der Wagen (1999, p.230) explains that cultural awareness:

*Starts with an understanding of differences which is soon followed by a deeper understanding of the significance of those differences. The final stage of cultural awareness involves the development of positive perceptions of different attitudes and values, and in some cases, adoption of those attitudes and values as part of one's own culture.*

Cultural awareness however, is more than just studying the history and statistics of a country, it is the comprehension and appreciation of a culture which is gained from listening to, and observing another culture through unprejudiced eyes (Malissa, 1998). Even though culture is influenced by what has happened in the past, history itself does not represent culture. For example, individuals interested in wars may be aware of the history of Japan and the wars that it fought. However, they may lack an understanding as to why a Japanese company traditionally employs a person for the duration of their working life, or why when Japanese business men entertain business associates wives are not invited to join. These customs can only be understood by fully appreciating the Japanese culture, their beliefs and their attitudes.

It has been suggested that by developing the cultural awareness of employees, a more efficient working environment is possible within an increasingly diverse workforce (Welch, Tanke and Glover, 1988). This will enable employees to become more tolerant of the differences that exist between themselves and others, thus improving interpersonal communication. Without some level of cultural awareness, clashes between individuals from different cultures, both within work and social settings, can arise due to a misinterpretation of the interaction, whether it is from the physical environment or the social atmosphere. Clashes between cultures can arise because of language differences, religious beliefs, work habits, the role of women, and personal appearance among other things. However, it is important in the increasing multi-cultural work environment to minimise these

clashes to maintain an efficient working environment (Joinson, 1995). To do this, companies must help employees become more culturally sensitive so that these clashes between both employees, and employees and customers, are minimised. This is especially important within service industries such as tourism and hospitality, where interaction between individuals is necessary for the transaction to take place. If clashes between employees and guests arise, then the service that is provided is going to be less efficient, and the guests will be less satisfied than if the service delivery was completed without any problems. This is becoming increasingly important as customers demand a higher level of quality service for a price that they perceive to be of a good value, especially as international travel increases and customers are becoming more aware of the service that is provided.

Cultural sensitivity has been defined as “the understanding of the cultural context of each market and degree to which [markets] are culturally similar” (Toyne and Walters, 1989, p.187). However, it has been reasoned that cultural sensitivity is not a concept that can be decreed. It must come from the heart of the individual, and to be effective must be exhibited at all levels of the organisation from management level down to front-line staff (Fulgate, 1995). Most authors agree that cultural sensitivity is impossible without cultural awareness, and if one is not aware that differences exist between cultures, it is not possible to be sensitive to these differences (Douglas and Craig, 1983; LaBahn and Harich, 1997; Toyne and Walters, 1989). Indeed, LaBahn and Harich (1997, p.87) state that “cultural sensitivity requires cultural awareness, avoidance of culture-bound thinking, and reduction of cultural biases.”

#### *2.2.4 Summary*

Culture is a complex concept, which is ever changing, and as such is hard to define. It is agreed that culture affects an individual, who they are, how they behave and how they perceive the environment around them. Even though there is the perception that individual cultures are converging into a global culture, it has been

shown that this is not true, and that cultures are in fact being strengthened through globalisation. With the increased globalisation and the strengthening of cultures, it is imperative that individuals are able to deal with people from a different cultural background in a sensitive manner.

McCort and Malhorta (1993) argue that to improve international marketing efforts it is imperative that marketers have a greater understanding of how culture influences consumer behaviour. This will ensure marketers are able to target any culture, and not only the culture from where the product originated. Kotler, Bowen and Makens (1999) reason that what consumers purchase is influenced by their social characteristics, where they are placed within society, their personal characteristics, who they are, their psychological characteristics, what they think, and their cultural characteristics. As cultural characteristics influence an individual's social, personal, and psychological characteristics, cultural characteristics may have more influence on consumer behaviour than it initially seems. The importance of cultural influence on individuals is supported by Schiffman, Bednall, Watson and Kawuk (1997, p.385) when they state that "the impact of culture is so natural and so automatic that its influence on behaviour is usually taken for granted."

With the growth of international commerce, more people are crossing national boundaries to conduct business dealings, and therefore culture and its effects are becoming an increasingly important factor to consider. This is due to the misunderstandings that can arise in international business dealings through poor communication and different social behavioural norms, and the cost if serious misunderstandings occur. As more money is invested in international business, more money stands to be lost, and thus it is imperative that culture is considered in terms of the global business environment.

## **2.3 Culture in the global business environment**

### **2.3.1 Global business**

Regardless of the business or industry, researchers agree that an understanding of culture is a key ingredient for successful international business relationships (Cateora, 1990; Francis, 1991; Kraft and Chung, 1992; LaBahn and Harich, 1997). Knowledge and understanding of culture is important in the global business environment because no two cultures do business in exactly the same manner. As Schneider and Barsoux (1997, p.1) state:

*Culture is a very powerful undercurrent in international business... culture can be a powerful force that can undermine or propel business success... we have to surface cultural differences and make them open to discussion in order to avoid the risks of getting caught in the under tow.*

This view is supported by further research that noted that in order to be successful in today's global business environment, businesses need to be culturally sensitive to their counterparts (Champy, 1999; Flecter, 1999; Glynn, 2000; Malissa, 1998), have employees that possess good language and interpersonal skills (Glynn, 2000), and have a strong belief in customer service (Flecter, 1999). Misunderstandings arising from cultural errors in business dealings with other cultures will be thought of as inadequacies which cannot be fixed, and taken into account in future business dealings (Champy, 1999). Companies can become culturally sensitive however, by creating an awareness of the differences that exist between the dominant culture of the company and the culture of their international contacts (Malissa, 1998).

Gesteland (1999) notes that there are two "iron" rules that businesspersons should observe when conducting business in the international environment. Firstly, the seller is expected to adapt to the buyer, and secondly, the visitor is expected to observe local customs. Therefore, when businesses conduct business in the

international arena and are unaware of the cultural differences that exist between themselves and the other players, severe recriminations can ensue. Indeed, stories abound in the literature reviewed about businesspersons doing or saying the wrong thing, as they are unaware of the culture in which they are conducting their business (Axtell, 1993; Foster, 2000). If a situation arises due to an individual's cultural insensitivity, it can create permanent bad feelings and possibly lead to the collapse of the business transaction. This can potentially have serious financial implications for the company (Bedi, 1995; Daniels and Radebaugh, 1989; Joinson, 1995).

One of the major reasons that companies fail when they enter the international business arena is that they fail to modify their products to meet the cultural preferences of that country. In addition, they fail to provide written material in the local language or material that is translated appropriately, so that consumers are able to understand what product is being offered (Fletcher, 1999; Welsh and Swerdlow, 1992). Van Warner (1994) highlights this when he provides an example of a food establishment that misunderstood the effort required when expanding internationally. When Kentucky Fried Chicken (KFC) expanded into the Asian market they were puzzled with low sales from one region. Having experienced these problems KFC realised they needed to research the region they had expanded into. They soon found out that their popular slogan "finger likin' good," which translated into the local dialect, literally translated into "eat your fingers." By changing their slogan and making other modifications, KFC was able to recover and turn around their sales in this region.

### *2.3.2 Hospitality and tourism*

While the literature notes that to be successful in the international business arena businesses need to be culturally aware, the bulk of the literature concentrates on businesses operating overseas. What is rarely considered in the literature is the cultural awareness required by business towards customers from other countries. The prevailing attitude in the literature seems to be 'when in Rome do as the



Romans do.’ On the other hand, this may not be appropriate for the hospitality industry as the customer is paying for the hoteliers to provide a service, and if that service cannot be provided efficiently then customers will be dissatisfied leading to a potential loss of business.

Several researchers note that it is important to understand the cultural differences of potential customers in the international tourism environment. Furthermore, this is increasingly important for hospitality establishments, such as hotels especially considering the increasing levels of competition and customers’ heightened expectations (Dev and Olsen, 2000; Fick and Ritchie, 1999). The literature recognises that this is further compounded by the fact that international travel is growing, and as it expands, it is more important for hoteliers to understand the needs and expectations of international guests (Mok and Armstrong, 1998).

With the growth of international tourism, hoteliers may need to take into consideration not only the needs and expectations of their existing international guests, but also the possibly diverse needs and expectations of the emerging international guests from new growth markets (Opperman, 1996). Recently, the market for international travel in countries such as China and Malaysia has seen tremendous growth. The different cultures that are present in these emerging markets is likely to be different from established markets, such as Japanese tourists (Hing; Olsen, 1996). It would be dangerous for hoteliers to assume that any two cultures are alike, especially with the emergence of many new markets the world over. If these differences are not taken into consideration hoteliers are potentially losing a new source of business as these will guests go to establishments which will meet their needs and expectations.

As noted previously, people from different cultures have different expectations and preferences (Armstrong et al, 1997; Heung and Wong, 1997; Mok and Armstrong, 1998; Pizam et al, 1997; Zeithmal, Berry and Parasuraman, 1993). By understanding these differences in service preferences and expectations, hospitality

establishments are more likely to be able to provide service that would satisfy international tourists. According to Zeithamal et al (1988, 1993) customers assess the level of service quality that they receive based on the expectations they had going into the service encounter. This is strongly supported throughout the literature (Fick and Ritchie, 1991; Armstrong et al, 1997; Mok and Armstrong, 1998). As Ive (2000, p1-3) states:

*[That] to develop the highest standards of service we need to develop a deep understanding of our guests' needs...the customer's expectations of service can be high or low, but are usually based on the systems or the culture that they are most familiar with. Depending on whether the service falls short or matches, or goes beyond these expectations, it will be regarded as poor, good or overdone. We do need to be sure that the service we offer is relevant to the guests' particular needs.*

As international travel increases it is important for hoteliers to be able to predict to a certain degree customers' expectations. Mok and Armstrong (1998) found that service is equally important for customers from the five different cultural backgrounds they studied: English, American, Australian, Taiwanese and Japanese tourists. On the other hand, the way the customers' expected the delivery of service differed between the five cultures. For example, the study found that overall tourists from the United Kingdom have the highest expectations of service quality, including both tangible and intangible elements. They were followed by the United States of America, Australia, Taiwan and Japan. The highest rated element by guests, regardless of their country of origin, was when they have a problem the staff show an interest in solving it. However, interestingly respondents from the United Kingdom, rated this element as fourth in importance. The elements considered more important were: when staff deliver a service it is completed in the time-frame expected; staff are always willing to help guests; and guests feel safe completing transactions within the hotel. Furthermore, analyses showed that the expectations of guests originating from different cultural backgrounds differ on tangible elements

such as: physical facilities and equipment provided by the hotel; the appearance of the hotel and its employees; and the communication materials provided by the hotel. The research also showed that of the five cultures, Japanese tourists had the lowest expectations of these tangible elements. Mok and Armstrong noted three important implications of their research: no matter the cultural origin of the guest, delivery of dependable and accurate service is expected; the expectations of guests originating from different cultural backgrounds differs for some of the tangible elements; and generally the lower the expectations of the guests, the higher the possibility that the perceived level of service will be better, and vice versa.

An earlier study by Luk, de Leon, Leong and Li (1993) found that tourists from Europe and America expect a significantly lower level of service than their Asian-Pacific counterparts. Nishiyama (1996) notes that Japanese travellers expect a high level of customer service when they travel as they receive exceptionally high quality service in Japan. Thus, based on their home experience, Japanese travellers expect good quality service. The results of the study conducted by Luk et al (1993) showed that American and European tourists had lower expectations than Asian-Pacific tourists in the expectation factors of assurance, reliability, empathy and tangibility. However, in terms of the fifth factor of responsiveness, there was no significant difference between expectations of the two regions.

In addition, Luk et al (1993) found that tourists' expectations of service quality, specifically in organised tour services, are influenced by the cultural value of sociability, that is the degree to which individuals interact with strangers. It is this value factor, more than any other that influences tourist quality expectations, though ability and creativity also affect quality expectation. Luk et al imply that these values, specifically sociability, explain the differences of quality expectations. As the assessment of these values is rooted in culture, it can be seen that culture influences the quality expectations of tourists.

Heung and Wong (1997) maintain that to improve service quality, hoteliers must first be able to appreciate customers' expectations. This is supported by Heskett, Sasser and Hart (1990) who found, "the process of managing for improved service quality... begins with an understanding of customers' expectations." Providing good service to the customers, or delivering service that meets or exceeds their expectations, leaves customers satisfied and therefore more likely to return (Ive, 2000). Furthermore, the experience that a tourist has affects their loyalty to that destination and their destination preferences in the future (Chen and Gursay, 2001; Ford and Heaton, 2000; Pine, Gilmore and Gilmore, 1998). A tourist's experiences may also affect whether they encourage or discourage their friends and relatives to visit the destination (Crotts and Erdmann, 2000; Ford and Heaton, 2000; Pine et al, 1998).

Culture plays an important part in customers' expectations, and thus is an integral part of the hospitality and tourism industry (Crotts and Erdmann, 2000; Kotler et al, 1999). It has been identified that culture affects what we eat, what we drink, how we travel, the places that we stay, and the destinations that we choose to travel to (Dunning and Bansal, 1997; Kotler, et al., 1999). Furthermore culture also impacts on the activities that individuals participate in when they get there and with whom they go (Pizam, 1999; Pizam and Reichel, 1996; Pizam and Sussmann, 1995; Pizam and Jeong, 1996). Thus it may be concluded that the way in which tourists behave is affected by the culture from which they originate - a conclusion that is strongly supported by earlier literature (Brewer, 1978, 1984; Boissevain and Inglott, 1979; Pi-Suyner, 1977; Wagner, 1977).

In a series of studies covering Dutch, Israeli, Korean and British tour guides, Pizam, in conjunction with others, found that even though the nationalities and tour guides studied varied vast differences were between the nationalities were found in eighteen of the twenty characteristics considered. Only two of the characteristics in each study were perceived to be similar across the nationalities. Furthermore, there was a perception that the American tourists were the most distinct and the central

Europeans to similar to other tourists. From this it is possible to conclude that the majority of tourist behaviour is affected by the nationality of the tourist, which in itself is influenced by the cultural background of the tourist (Pizam et al., 1997; Pizam and Reichel, 1996; Pizam and Jeong, 1996; Pizam and Sussmann, 1995).

This is supported by Pizam and Sussmann (1995) who speculate that the differences between the nationalities are due to the different cultures of the nationalities involved in the study. With regards to the characteristic of 'interaction,' Pizam and Sussmann note that Japanese tourists are less likely to interact than American and Italian tourists. They hypothesize this is due to the Japanese culture, which encourages individuals to be reserved, particularly in new social situations. On the other hand, American and Italian culture encourages individuals to be friendly in new social situations. A further example of how culture affects tourist behaviour is noted by Pizam and Sussmann, who believe that the level of adventure seen within tourists can be explained by their cultural background. They feel it is more likely that adventurous people are raised in cultures that encourage risk-taking and individualism, such as Americans. On the other hand, individuals who avoid adventure are more likely to be raised in cultures where uncertainty avoidance is valued, such as the Japanese.

Differences between cultures were also found by Sheldon and Fox (1988). For example, they found that for Japanese tourists the food service in the destination choices played a larger part in the decision making process than it did for Canadian and American tourists. Therefore, by knowing the cultural preferences of their market, hoteliers are more likely to be able to provide products and services that their customers' expect, thus being able to satisfy them. If hoteliers are unaware of these preferences, it is more likely that the products and services that they offer will not be suitable for their customers, thus leading to unsatisfied guests.

It has also been reasoned that demand for products is culture specific (Dunning and Bansal, 1997). For example, some cultures are more interested in the design and

features of a product, other cultures are more interested in its efficiency, while yet others are more interested in the waste that services and products produce. This has been recognised within some areas of the service industry. Fulgate (1995) noted that banks have had to customise their products and services based on the culture of their customers in order to succeed in the growing multi-cultural environment. It seems likely that hospitality establishments will have to seriously commit themselves to culturally friendly policies as banks have done, in order to succeed in the environment of growing international tourism.

The most prominent study of cultural awareness in the hospitality industry, and the one on which the current study is based, was conducted by Niininen et al (2000). Niininen et al (2000) identified that the fundamental base of hospitality and tourism is the contact between the participants in the service process, who in the current global business environment are likely to be from different cultural backgrounds. As with any business relationship, ignoring cultural differences can lead to a breakdown in the customer–service provider link. Niininen et al's (2000) study was conducted within the UK hospitality industry and aimed to discover how important international visitors were and what hoteliers were doing to meet the needs of these guests. The research was conducted via mail surveys in November 1999, with 1720 hotels throughout the UK being sent questionnaires. The study achieved a response rate of 38%. The results of the study indicated that few hotels conducted research into the needs of their international guests, and even fewer modified their products or services to meet the differing needs and expectations. Of those hotels that made an effort at modification, they usually made changes to their food and beverages, guest bedrooms, and staff training. The main difficulties with international guests experienced by respondents of the questionnaire were language difficulties and differing standards of electronic equipment. Only a quarter of hoteliers employed staff that were able to communicate with their foreign guests in the guests' native language, while a further 28% encouraged their staff to learn a new language. So while hoteliers recognise that language can be a barrier to successfully communicating with their guests, few have made an effort to eliminate this problem.

Niininen et al (2002) suggested that hoteliers should aim to have a better understanding of cultural awareness, encourage their staff to train in foreign languages and improve internal communication.

### *2.3.3 Summary*

Cultural awareness is imperative if businesses are going to succeed within the emerging international global environment (Cateora, 1990; LaBahn and Harich). If businesses are not culturally aware and sensitive to their international colleagues and customers then businesses may be ineffective and revenue lost. To be culturally aware, businesses and their employees must first be aware that different cultures exist and that there are differences in the way that different cultures behave (Axtell, 1993). A lack of cultural awareness may lead employees or businesses to make errors which will be taken into account, thought of as shortcomings by their international counterparts, and can create permanent negative feelings (Bedi, 1995; Champy, 1999). In addition, one of the major reasons companies are unsuccessful in the global business environment is because they fail to modify their products and the associated materials to meet the needs of the culture they are trying to expand into (Van Warner 1994; Flecter, 1999).

The literature reviewed concentrates on businesses going overseas to meet their customers. However, in the hospitality industry the customers are the ones that are brought into a foreign environment. The leading study into cultural awareness within the hospitality industry was conducted by Niininen et al (2000), and was the basis for the current research. The study concluded that UK hoteliers needed to invest time and money in cultural awareness and foreign language training in order for their employees to have a greater understanding of their guests.

It is important to understand the cultural differences of customers' in the hospitality industry as their cultural backgrounds may affect their expectations, and thus their perception of the service that is provided by hoteliers (Mok et al, 1997; Zeithmal,

Berry and Parasuraman, 1993). Dissatisfied customers are unlikely to return to an establishment, and may provide negative feedback to family and friends, which may ultimately affect their destination choices in the future (Chen and Gursay, 2001; Ford and Heaton, 2000; Ive, 2000). Meeting foreign guests' expectation is becoming increasingly important as more people are travelling internationally from diverse cultures, which have little or no travel experience (Mok and Armstrong, 1998; Opperman, 1996).

Furthermore, studies have shown that culture affects what we eat, what we drink, how we travel, the places that we travel to (Dunning and Bansal, 1997), the activities that we participate in when we get there, and who we travel with (Pizam 1999). From this it may be concluded that the way in which a tourist behaves is affected by their cultural background (Brewer 1978; Wagner, 1977), and thus culture is an integral part of the hospitality and tourism industry (Crotts and Erdmann, 2000) which must be taken into consideration by hoteliers if they wish to be successful in the current global business environment.

Even if employees are culturally aware and are able to predict the service expectations that international tourists have, they will remain inefficient if they are unable to communicate with these customers. Communication is important in any industry, none more so than in the hospitality industry, as the production of the service relies on the communication between the service provider and the customer.

Indeed, as Ive (2000, p.54) states, "much of what we do in the hospitality and accommodation industry involves conversational communication, and most successful professionals have gained a high degree of confidence in talking to others." If high-quality communication is not able to take place, then there may be a breakdown between the customer and the service provider. This would make it difficult for the service provider to satisfy the guest, thus leading to dissatisfied customers, lower customer retention rates, and finally lower profits for the establishment. With effective communication the provision of service can be



completed effectively and efficiently to the customer's satisfaction, leading to higher retention rates and a healthy bottom line for the hotel.

## ***2.4 Culture and communication***

### ***2.4.1 Communication***

To be able to fully comprehend the impact that culture has on communication, it is first necessary to understand what communication itself actually is. Communication is an important concept which is a necessary tool for interaction between two or more individuals to take place, whether this interaction is for business or social reasons. Communication has been defined as “the imparting, conveying or exchange of ideas, knowledge, etc. whether by speech, writing or signs” (Strano, 1984, p.3). Simply put, it can be defined as the “exchange of meanings between individuals” (Brake, Walker and Walker, 1995, p.157). Communication can take place anytime and anywhere, whether it is intended or not. Communication is an integral part of everyday life. When driving, road signs are necessary to communicate directions, the food we eat communicates the foods we like to eat, the way we dress can communicate our approach to life. Communication and the act of communicating constantly takes place, and is thus unavoidable.

Communication itself can be broken down into two broad sub categories: verbal communication and non-verbal communication (Guirdham, 1999). Verbal communication is the communication which is spoken and the language that is used. Non-verbal communication, on the other hand, can take place even when individuals are not communicating verbally, and consists of gestures that are made using the parts of the body such as eyes, arms, hands, and face. It has been suggested that non-verbal communication makes up fifty-five percent of the impact of the message sent, whereas verbal communication makes up only seven percent, with vocals accounting for the remaining thirty-eight percent of the message impact (Pease, 1997). It is important to consider the impact of non-verbal communication

as an individual's body language may not be consistent with their verbal communication. As non-verbal communication has the greater impact, the receiver is more likely to base their interpretation of the message on the body language of the sender. When mixed messages are involved, this can lead to a misunderstanding between the sender and the receiver. This can be of particular importance in high-context cultures.

Whatever definition of communication is chosen, the concept of communication incorporates five fundamental factors, without which communication could not take place. These factors are: an initiator; a receiver; a mode or vehicle; a message; and an effect (Watson and Hill, 2000). The initiator is the person that instigates the communication process, which can be initiated either intentionally or unintentionally by the initiator. The receiver is the person who the communication is intended for, and it should be noted that in communication there can often be more than one intended receiver. The mode or vehicle is how the message is communicated. A message can be verbal, for example, either in person or over the phone, or they can be written, for example, either by internal memorandums, e-mail or post. The message is the content of the communication, the information that the initiator wants the receiver to have. The effect of the communication is what the receiver does upon receiving the message. An example of the five fundamental factors involved in the communication process can be seen in the following scenario. When a memorandum is sent to the department heads of a hotel from the general manager regarding the high labour costs within the hotel, the initiator is the general manager of the hotel; the receiver, or in this case receivers, are the department heads of the hotel; the mode is a written internal memorandum; the message is to decrease labour costs; and hopefully the effect of the message is department heads reducing labour costs within their departments by reducing staff hours.

For successful communication to take place, the receiver must interpret the message and its intended meaning in the way in which the sender meant it (Dattner, 2003).

Ideally, within the communication process, the message goes from the sender to the receiver, then the sender obtains feedback on the message from the receiver, and there are no distortions in the transmission or communication process (Brake et al, 1995; Gudykunst and Yun Kim, 1997). This ideal communication process is shown in figure one below.

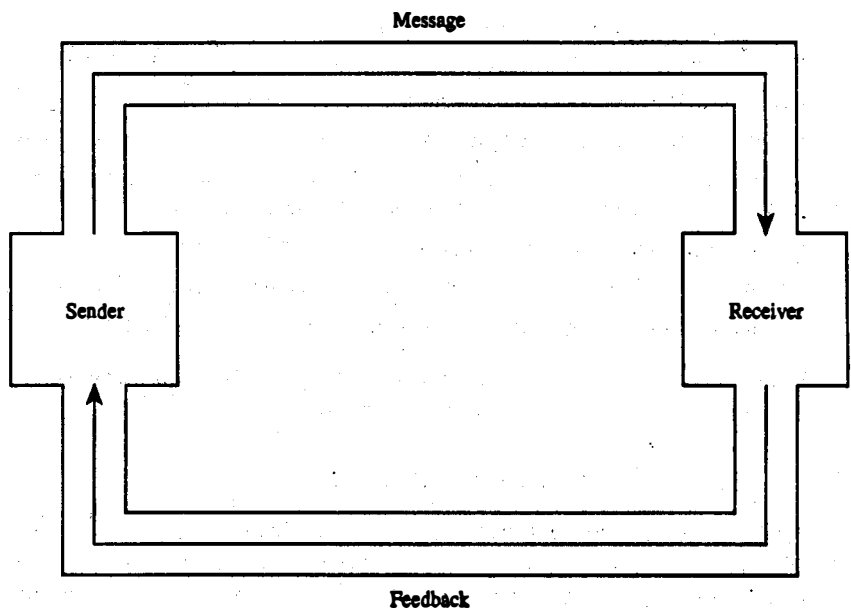


Figure 1: The Ideal Communication Process (Source: Brake, Walker and Walker, 1995, p.158)

Unfortunately, this ideal process rarely happens as usually there is some level of distortion present in the communication process (Brake et al, 1995; Gudykunst and Yun Kim, 1997). It has been identified that any ‘noise’ present in the communication process may interfere with the message. Furthermore, the feedback that the receiver gives to the sender will also be distorted because of the noise (Watson and Hill, 2000). Noise can be internal or external to the message and/or the communication process, and whenever there is noise present in the communication process misunderstandings can occur.

These misunderstandings occur largely because of the past experiences of the participants in the communication process (Strano, 1984). People’s experiences in

life and their awareness of the topic or situation affect how they communicate a message, how they perceive a message, and the feedback that they give. One of the biggest mistakes that senders in the communication process make, is assuming that the message that they are sending will mean the same to the recipient as it does to them (Strano, 1984). This breakdown in communication can happen between individuals of the same culture, as well as between individuals of different cultures. This is because no individual within a culture can have exactly the same experiences as another individual within that culture, and they may possibly lack awareness of the topic or situation being conveyed in the message.

The probability of miscommunication occurring between individuals of different cultures is even higher as there are other issues to be considered - for example language. Researchers have noted that even if verbal and non-verbal signals within the communication process are interpreted accurately by the receiver, there are other issues to consider within the realm of intercultural communication (Dattner, 2003; Samovar and Porter, 1988). In the present environment in which we live, where cultural diversity is ever increasing, both within the work environment and the social environment, it is important to understand how these misunderstandings can be avoided.

#### *2.4.2 Intercultural communication*

Intercultural communication theorists have reasoned that an increase in intercultural communication competency is necessary due to the increase of globalising forces such as economic integration, tourism and migration (Kluver, 2000). Intercultural communication can be defined as the exchange of meanings between two or more individuals from different cultural backgrounds (Brake, Walker and Walker, 1995; Condon and Yousef, 1975; Dodd, 1987; Metge and Kinlock, 1978; Pride, 1985).

When communicating with people from different cultural backgrounds, a more effective and efficient communication can be ensured if the participants of the communication are sensitive to the cultural differences of the other participants of the communication process (Kale and Barnes, 1992; LaBahn and Harich, 1997). For example, in order to achieve effective and efficient communication, when American businessmen go to Japan they need to understand the Japanese culture. Unlike their American counterparts, due to their cultural influences, Japanese businessmen are unlikely to disagree with the other businessmen, as they feel this will embarrass the Americans and is extremely rude. Therefore, the Americans cannot take for granted that the Japanese actually mean what they are saying, and must look deeper to discover the actual meaning of the communication. Making assumptions, particularly during intercultural communication, can cause severe misunderstandings within the communication process.

Language is the most obvious problem identified when individuals are communicating across cultures. If you cannot speak the same language as the person that you are communicating with, it is almost impossible for effective communication to occur. Zaidman (2001) identified three levels to language. The first level is the style of the text that is used, for example vocabulary, grammatical structure, and word order. The second level is the organisation of the text, or the way the sender structures the information. This includes the level of background information given, and the length of the sentences or paragraphs. The final level of language is the different cultural assumptions that the participants bring to the communication process. These assumptions are rooted in the text and concern the perceived relationship of participants, the purpose of the communication, and the communication itself. It is argued that it is these cultural assumptions which help a participant interpret the cues that are present in the communication, and directly affects how they interact with the other participants.

Even within a single language, cultural assumptions can play a significant role. The English language is a prime example of this. English is considered to be the

universal language, however there are multiple recognised varieties throughout the world. These different types of the English language have developed over the centuries as English was introduced to different cultures (Beamer and Varner, 2001; Cheney, 2001; Kachru, 1986, 1992; McArthur, 1998). These types of the English language can be considerably different, for example American English is very different from Australian English. An American tourist in Australia may have trouble understanding that when they are asked to 'wash up,' they are expected to wash the dishes and not their hands and face.

Gilbert and Terrata (2001) argue that even if people speak English fluently as a second language, they may be uncomfortable about using it. This is especially true of the Japanese, who feel shame and embarrassment from any language difficulties they perceive themselves to have. Therefore it is important that participants in the communication process are aware of the different cultural assumptions that are present to help them avoid any major misunderstandings.

Misunderstandings are often magnified if the sender and the receiver of the message do not speak one language with the same degree of fluency. For example, not only can the interpretation of the cues be a problem, but misunderstandings may also arise due to the difficulties associated with verbal and written translation. Colloquial expressions, concepts and words are often difficult to translate to another language, making translations problematic even for trained specialists (Sechrest, Fay and Zaidi, 1988). Effective translations are almost impossible if the translator is not aware of the culture and cultural assumptions of both the language they are translating from, and the language they are translating to. For example, it is unlikely that even a Korean tourist fluent in English visiting Cornwall in England would understand that the greeting 'wotcha cock' is a colloquial expression in Cornwall for a friendly hello, and not an insult. It is important to remember the difficulties involved in verbal and written translations when communicating with people in a language which is not their mother tongue, as they may not understand

the meaning of the communication, and thus misunderstand and confusion may arise.

Similarities between some languages may also cause difficulties in the communication process (Dattner, 2003) if the sender assumes that the receiver has the same definition of the expressions used in the message. The Malay and Indonesian languages are very similar, and an individual fluent in Malay should be able to communicate with an individual fluent in Indonesian, and vice versa. However, there are many words which either do not exist in the other language, or have very different meanings. For example, the word 'jahat' in Malay translates to English as 'bad,' as in a 'bad person,' whereas the Indonesian translates to English as 'criminal.' The two meanings obviously has different connotations, and could lead to misunderstandings.

Many people assume that language is the principal element that needs to be considered when communicating across cultures. However, authors have identified that the major cultural influences on the communication process are in fact the cultural concepts of individualism versus collectivism, and high- versus low-context (Dattner, 2003; Gudykunst, 1991; Gudykunst and TingToomey, 1988; Zaidman, 2001).

The concept of individualism and collectivism can cause misunderstandings when communicating across cultures (Dattner, 2003; Gudykunst, 1991) as individuals from individualistic cultures may appear to be assertive and somewhat selfish to people from collectivistic cultures, and collectivistic individuals may appear to be submissive to people from individualistic cultures. Additionally, while individuals of an individualistic culture such as that found in America, appreciate debates and often express their personal opinions on issues, individuals from a collectivistic culture such as found in Japan, regard argumentation and disagreement, especially towards ones elders, as disrespectful and dishonourable. As such, it is imperative that an individual from an individualistic culture, who is communicating with

someone for a collectivistic culture be aware of such differences in order to communicate their message successfully and avoid any misunderstandings.

Additionally, the concepts of high- and low-context can cause misunderstandings to occur as it may affect how direct an individual is in their communication (Dattner, 2003; Zaidman, 2001). High-context cultures exhibit an indirect communication style, whereas low-context cultures use a more direct method of communication. This in itself can cause misunderstandings to occur as individuals from low-context cultures may be perceived as being rude by individuals from high-context cultures. On the other hand, individuals from low-context cultures may feel that individuals from high-context cultures are being vague when communicating.

Moreover, the non-verbal cues that make up the vast majority of a communication are interpreted differently by people from different cultural backgrounds (Nishiyama, 1996). The non-verbal cues that are sent out by the sender are affected by the cultural background of that individual. However, the interpretation of those cues will also be affected by the cultural background of the individual receiving them. For example, in Western countries a handshake can tell a lot about their personality, as in whether they are submissive, aggressive, nervous or confident. Whereas in Japan, how low an individual bows when greeting another individual will indicate their respective positions within society.

Accordingly, it can be seen that due to cultural assumptions and cultural differences, intercultural communication can be complex, and may thus lead to a less than ideal communication process. This communication process is one whereby the cultural influences of the sender impact on what message is sent and how it is sent. The cultural influences of the receiver impact on how the message is interpreted, what feedback is given, and how it is given. In turn, the cultural influences of the original sender impact on how the feedback is interpreted by that sender. It is this interference of the cultural influences of the sender and the receiver that can contribute to miscommunication between the sender of the message and the



receiver, in both the original message and the feedback (Brake et al, 1995; Pride, 1985). This less than ideal communication process is shown in figure two below.

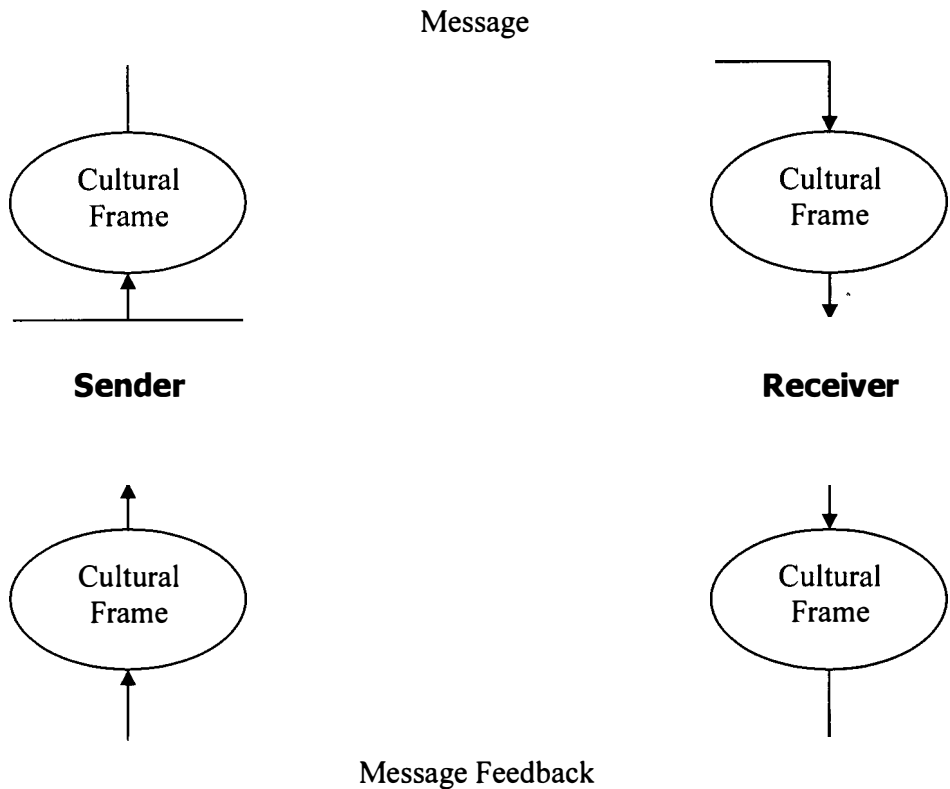


Figure 2: The Not-So-Ideal Communication Process (Source: Brake, Walker and Walker, 1995, p.167)

It has been acknowledged that there are a wide variety of differences that occur throughout different cultures (Baligh, 1994; Bond and Hofstede, 1984; Brislin, 1993). These differences can occur both within a culture and between different cultures. The differences within cultures that are caused by the different cultural elements can also impact on the message that is sent and the feedback that it is received (Brake et al, 1995). Additionally, the cultural perceptions of the sender of the message and the receiver still affect the interpretation of the message, and the feedback that is given. This is shown in a more realistic communication model in figure three below.

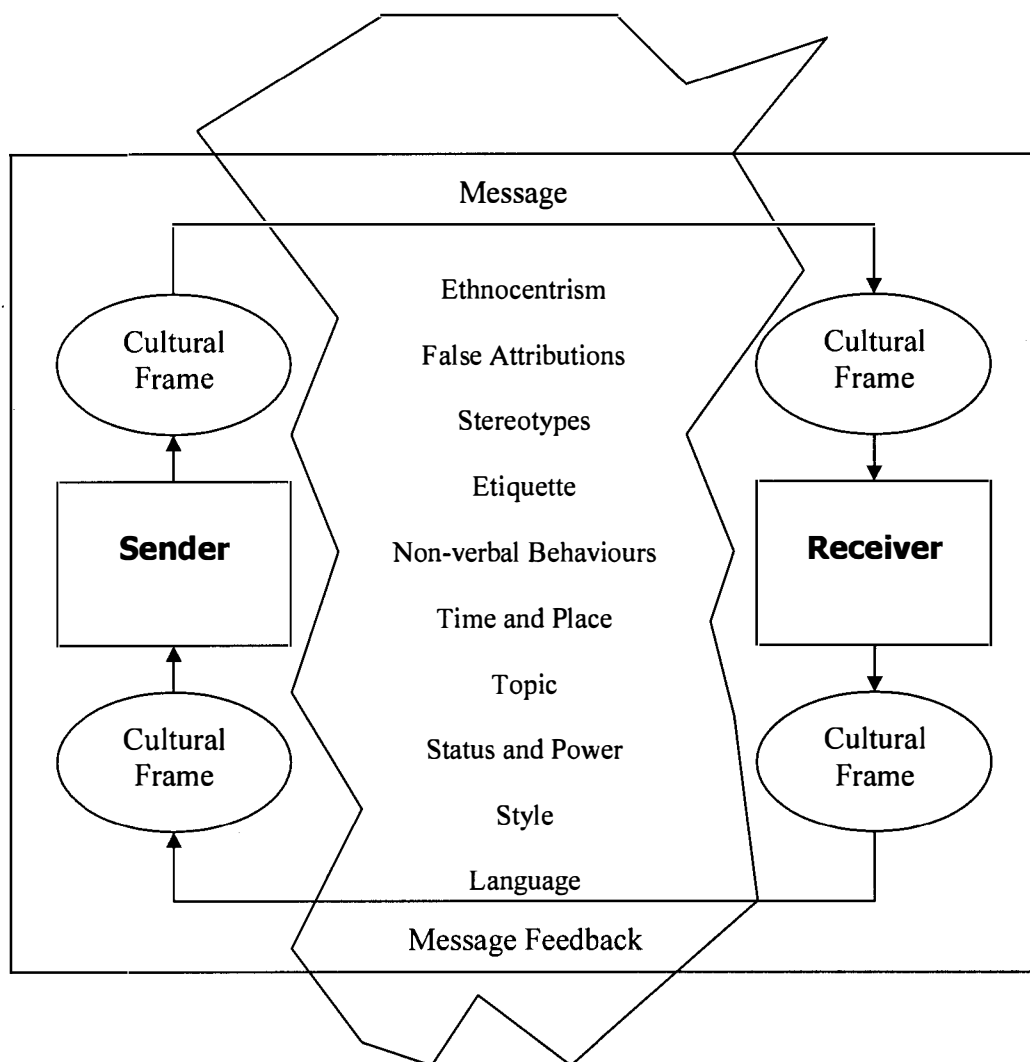


Figure 3: The Closer-to-Reality Communication Process (Source: Brake, Walker and Walker, 1995, p.168)

It is important to understand how culture can affect the communication process. This not only means understanding the effect that it has on the original message and the feedback message, but also on how the sender and receiver interprets the message, the verbal cues, and the non-verbal cues of the communication process. The more the effects are understood, the more effective intercultural communication can become as it is likely that less misunderstandings will arise. As Varner and Beamer (1995, p.22) state:

*The more you understand of another culture, the closer your schema will be to the reality that is the other culture, and the better your communication will be. You will have fewer misunderstandings of the kind that arise when messages are assigned different meanings and different categories.*

#### 2.4.3 Summary

Communication is an important tool in everyday use whether it is for business or social interactions. This is especially true within the hospitality industry, where without communication the provision of a service cannot take place, as communication with the customer is a part of the service encounter. If employees within the hospitality industry are unable to communicate effectively with their customers, then customers may not receive the service that they expect and are therefore dissatisfied. The problems associated with intercultural communication are becoming increasingly important as the hospitality industry's customers become more multi-cultural.

To be able to communicate effectively within the multi-cultural environment of the hospitality industry, employees need to be trained in how to communicate effectively with individuals from different cultural backgrounds. Employees would benefit from cultural awareness training, which would then enable them to identify their own cultural assumptions and the cultural assumptions of the customers that they are likely to come into contact with. This would enable them to be aware of any possible misunderstandings that may occur due to cultural perceptions. A further benefit of cultural awareness training would be that employees are made more aware of other cultures, and are thus less likely to offend customers accidentally.

There are other researchers however who believe that it most beneficial to staff to provide foreign language training (Fulgate, 1995). By being able to speak the same language as their customers, employees may be able to reduce the

misunderstandings that occur and make the customers feel more at ease within the service encounter. Indeed Fulgate (1995) states:

*culture may very well be the final frontier upon which to forge a lasting relationship with our customers; therefore to the extent that we can staff our organisations with the appropriate blend of cultures and train the various cultures to be sensitive to the cultural proclivities of others, we can control our own destiny...Language must be at the core of the cultural focus.*

Whatever the point of view, it is seen that to be able communicate effectively with each other, and to avoid misunderstandings in the workplace, it is necessary for businesses to provide some level of training to their employees, whether it be cultural awareness training or foreign language training. As Joinson (1995) states: “The best way to defuse these misunderstandings is through education – companies must tackle the problems head on.”

## **2.5 Culture and training**

### **2.5.1 Training**

Training has been defined as “a planned process to modify attitude, knowledge or skill behaviour” (Smith, 1998, p2). Training is beneficial for both employees and the company that they work for, as it enables employees to be more efficient and effective at their jobs. Training is especially important in the current business environment where there are high levels of competition and being able to adapt to changes quickly can mean the success or failure of a business. For instance, one area of business where progress is constantly being made is technology. For it to be employed to the best of its capabilities, employees need to be not only trained in the use of new technologies, but this training needs to be maintained as the technology improves.

Training can be designed to improve job performance through broad knowledge gain or through the gain of specific job related skills (Stone, 1998). For example, training can include information such as how to perform the tasks associated with a specific job, such as typing for secretaries, or it can be as general as how to improve customer service skills or communication. It has been argued that training for the hospitality industry should aim to aid employees in understanding a wide variety of the guests that they are likely to encounter in the course of their jobs (Ive, 2000). Nevertheless, for all industries training in cultural awareness is becoming increasingly necessary as business becomes more globalised and workforces and customers continue to become ever more culturally diverse.

#### *2.5.2 Cultural awareness training*

It has been recognised that organisations that do not acknowledge the cultural differences that are present in both their staff and their customers will not be able to survive in the current business environment (Christensen, 1993). To combat the problems that may arise from cultural diversity it has been suggested that cultural awareness training needs to be promoted amongst employees in order to aid in the creation of an effective workforce in a multi-cultural environment (Welch et al, 1998). An effective tool in developing this cultural awareness is training (Lee and Chon, 2000).

Cultural awareness training aims to educate individuals about cultures that they are likely to encounter in the course of their jobs or everyday life. Cultural awareness training attempts to increase cultural sensitivity by improving an individual's interpersonal skills and altering their perceptions and attitudes towards other cultures. This may be achieved through exploring the different communication styles that are present within cultures, and exposing an individual's common prejudices and stereotypes of other cultures (Lee and Chon, 2000; Welch et al, 1998).

Training within the area of cultural awareness can increase an employee's self-confidence when dealing with people from diverse cultures (Black and Mendenhall, 1990). It may also have a positive effect on the employee's morale and their overall confidence in their job. (Black and Mendenhall, 1990; Lee and Chon, 2000). Cultural awareness training can also enhance an organisation's capabilities of successfully operating in different cultural environments (Bartlett and Ghoshal, 1990).

As beneficial as cultural awareness training can be to employees and the organisations that employ them, there are however factors that deter organisations from pursuing training in this area (Mendenhall and Oddou, 1986; Tung, 1981). These factors include, but are not limited to: the costs associated with training; lack of support from top levels of management; lack of trainers to conduct the training; and perceived lack of usefulness. An additional factor within the hospitality industry which provides a deterrent to training, is the extremely high turnover rate of employees (Lee and Chon, 2000). Employers are reluctant to initiate training when they believe it likely that employees will leave the organisation after a short period of time. For many organisations the bottom line is the cost of training versus the perceived benefits. It should be noted however that the current literature suggests that when an employer invests time and money in training an employee, the employee's loyalty towards the organisation increases exponentially (Lankau and Chung, 1998; Raleigh, 1999; Roehl and Swerdlow, 1999). This is supported by Atkinson (2002) who states that "training is key to better employee retention and better service to guests." Thus, if employers are willing to invest in an employee's training and development, they are likely to reap the possible benefits of long-term employees who are culturally aware.

There have been a limited number of studies conducted in the hospitality industry with regards to cultural awareness training and its benefits. The most prominent one was conducted by Lee and Chon (2000) within the restaurant industry, where they found that even though the restaurateurs within the study used different training

methods, they all emphasised communication and sensitivity within their training programmes. The respondents of the study agreed that the cultural awareness training programmes that they had implemented had made an improvement in the interpersonal skills of their employees, who now had a more positive attitude towards cultural diversity. Corresponding with the literature, the respondents believed that the training encouraged better communication in the work place, improved the work atmosphere, and greatly improved morale. They also felt that to a lesser degree the training improved the establishment's image and increased employee loyalty. The respondents further indicated that the training enhanced job behaviour, but had no overall effect in the level of the organisation's effectiveness. Although Lee and Chon did not feel that their results were highly generalisable to the greater restaurant industry due to the low response rate, the results do suggest that cultural awareness training can have positive results.

When Lee and Chon (2000) noted the low response rate of the study, they believed it was reflective of the industry's attitude towards cultural awareness training. This may be because many hoteliers and restaurateurs in the hospitality industry do not believe that cultural awareness is important, and therefore they are unlikely to implement cultural awareness training, or respond to research on the issue. With the current climate of increased multi-cultural tourism, this attitude could have serious financial implications in the near future.

### *2.5.3 Summary*

Training is important for any company in any industry in order to ensure that their staff can continue to be efficient at their jobs and remain up-to-date with any changes that may occur. This is even more important in service industries, where the customer is part of the service process. In order for establishments to keep their customers satisfied, they have to meet customers' expectations and ensure the service process remains as effective as possible, and Laurie (1998) states that "...it does not matter how well niched the business is. If there are no satisfied customers,

there is no business.” It is unlikely that customers will be satisfied if the employees in the service process are not appropriately trained, or if they are unable to successfully interact with the customers (Laurie, 1998). Therefore, it is imperative that employees are aware of the cultural differences that exist in order to achieve an efficient and successful service process. It may be possible for employees to develop knowledge and understanding of cultural differences through cultural awareness training. However, although research has shown that cultural awareness training can be beneficial to employees, their employers and the customers, establishments are still wary of it as they feel that the costs still outweigh the benefits.

It is not just the service within the hospitality industry that guests assess a hotels' performance on, it is also the tangible facilities that a hotel provides. A guest may be happy with the service that the staff provide, however if disappointed in the facilities within the hotel, they may leave dissatisfied with the overall package that has been provided. Facilities may be as important to customer satisfaction as good service. As Trevor Ward (cited in: Anonymous, 2000, p32) states:

*A hotel business relies one hundred percent on meeting or, better exceeding customers' needs, resulting in profit. To maximise value, owners and managers must anticipate clients' needs, and meet them through a consideration of both the physical product and the quality of service. Hotels that do not do these things will not survive.*

## **2.6 Facilities**

### **2.6.1 Facilities**

“Facilities in essence are the “manufacturing plant” in which the services and products that the guest purchases are created, delivered, and generally consumed” (Birchfield, 1988, p3). Facilities include the building that is the hotel, and the other



tangible elements that a guest can use during his/her stay in the establishment, such as voice mail facilities, food and beverage facilities, and the very rooms within which they stay. It is important to understand the impact that culture can have on how the facilities that are provided are interpreted by the guests of a hotel.

### *2.6.2 Facilities and culture*

Gilly and Schau (1997) suggest that the physical aspects of an environment are interpreted differently by different cultures, and it is this interpretation that leads to behavioural expectations. This belief is further supported by the literature (Leach, 1976; Rapoport, 1980). Gilly and Schau (1997) also recognise that the cues of a physical environment can be misconstrued leading to miscommunication and misunderstandings. Rapoport (1980, p29) states “most of culture consists of habitual, routinised behaviour which may often be almost automatic; the cues and rules of the settings which are understood help elicit these appropriate responses.” Therefore if the physical surroundings do not send out the right signals, then incorrect responses may be received.

Gilly and Schau (1997) argue that the “interpersonal services”, such as the hospitality industry, are most likely to be affected by the influences of culture as the participants in the communication are receiving both physical and social cues. Bitner (1990, 1992) and Baker (1987) further suggest that the physical surroundings will influence the outcome of the service encounter. Thus, even if the service provider behaved perfectly, but the physical surroundings were not conducive, the encounter could still be perceived as a failure.

Individuals from different cultures have different needs and therefore may require the use of different facilities. For example, Jewish guests may require access to Kosher food, and if hoteliers in non-Jewish areas have a large portion of Jewish guests they may need to consider providing this facility.

### *2.6.3 Summary*

The facilities that are provided by a hotel are the physical surroundings, and are significant as they form the tangible element of the service encounter. While the quality of service may change amongst the employees, the physical surroundings usually either remain the same, or become better. It is important that the physical surroundings are conducive to the cultural background of the guests, as individuals interpret the cues present in the physical surroundings and use them as a guide as to how they should behave. Furthermore, hoteliers may need to recognise that individuals from different cultural backgrounds may require the use of different facilities.

### *2.7 Summary*

The literature indicates that culture impacts on almost everything that we as humans do. It affects the way we think, the way we act, the choices that we make, and how we see the world. Culture is a concept that authors agree is hard to define and is ever changing. Nevertheless, as it affects to the very core of our being, it is essential that we attempt to define culture. Watson and Hill (2000, p74) may have phrased it best when they state that “culture is the sum of those characteristics which identify and differentiate societies.” Culture has been researched extensively in areas such as psychology (Bond and Hofstede, 1984; Imber-Black, 1997; Rohner, 1984), banking and economics (Casson, 1993; Fulgate, 1995), the servicescape (Gilly and Schau, 1997; Leach, 1976; Rapoport, 1980), training (Bartlett and Ghoshal, 1990; Black and Mendenhall, 1990; Lee and Chon, 2000), service expectations (Armstrong, Mok et al, 1997; Heung and Wong, 1997; Mok and Armstrong, 1998; Zeithmal et al, 1988, 1993), its effect on consumer behaviour (Ettenson and Wagner, 1991; McCort and Malhotra, 1993), and its effect on tourist behaviour (Pizam, 1999; Pizam and Sussmann, 1995; Pizam and Reichel, 1996). However, the direct impact which culture has on the hotel industry has not been explored to any great extent. The most pertinent study to date was conducted by

Niininen et al (2000), which while answering some questions, still left many unanswered.

The majority of authors (Axtell 1993; Bedi, 1995; Daniels and Radebaugh, 1989; Flecter, 1999; Foster, 2000; Joinson, 1995; LaBahn and Harich, 1997; Malissa, 1998; Van Warner, 1994; Welsh and Swerdlow, 1992) suggest that to succeed in today's global business environment, businesses have to be culturally aware. There are many reports in the literature of businesspersons having done or said the wrong thing as they were unaware of the culture in which they were conducting their business (Axtel, 1993; Foster, 2000). In a number of cases this has almost lead to the collapse of important business agreements and partnerships. Therefore, it can be seen that being culturally ignorant can cause companies to make considerable losses. However, the majority of literature is in relation to individuals and businesses going overseas and interacting with different cultures, not the situation where foreign cultures are coming to the establishment, which is the case within the hospitality industry.

The literature implies that within the hospitality industry the cultural background of customers affects the level of service that they expect from the hoteliers (Armstrong et al, 1997; Heskett et al, 1990; Luk et al, 1993; Mok and Armstrong, 1998; Zeithamal et al, 1988, 1993). Therefore, to be able to predict to a degree of certainty the level of service that is required by their international guests, hoteliers must first be aware of their cultural differences. The studies conducted also showed that culture can affect an individual's destination preferences (Chen and Gursay, 2001), the activities that tourists participate in when they are at their destination, how they behave at that destination (Pizam, 1999; Pizam and Reichel, 1996; Pizam and Sussmann, 1995; Pizam and Jeong, 1996), and the food and beverages that they consume (Sheldon and Fox, 1988). To be able to satisfy their customers' expectations, provide what customers need, to encourage them to stay in the first place, and to return, hoteliers need to appreciate the cultural differences that are

present and to use them to their best advantage (Crotts and Erdmann, 2000; Ford and Heaton, 2000; Pine et al, 1998).

As hospitality is a service industry where the customer is an essential element in the service process, it is imperative that employees are able to communicate successfully with customers. Communication can be defined as the 'exchange of meanings' between two or more individuals (Brake et al, 1995; Strano, 1984). Noise can create misunderstandings in the communication process, and can generate misunderstandings between the sender of the message and the receiver. As culture may affect the interpretation of the message by the sender and receiver, and the message itself, it can create a significant level of noise in the communication process (Brake et al, 1995; Gudykunst and Yun Kim, 1997; Watson and Hill, 2000). If participants in the communication are sensitive to the cultural differences of the other participants, then intercultural communication can be more efficient and effective (Kale and Barnes, 1992; LaBahn and Harich, 1997). The less effective the communication between an employee and a guest, the less satisfied the guest is likely to be with the service provided, and thus less likely to return to the establishment. Within culture there are two main elements that employees need to be aware of - the cultural differences that exist between individuals, and the way in which different languages may impact on the communication process.

To ensure employees are aware of the differences that exist in culture and language, they need to be provided with some form of cultural awareness training. Training can be a tool that aims to make individuals more efficient and effective at their jobs (Smith, 1998; Stone, 1998). It may be used to increase the broad knowledge of an employee or to introduce/improve specific skills. Further it is argued that training is important in the current business environment where there are constant changes in all areas of business. This is true for all industries, especially within the field of cultural awareness training where businesses are becoming more globalised and workforces/customers continue to become ever more culturally diverse. This is

particularly applicable within the hospitality industry where it is argued that employees need an understanding of the diverse cultural backgrounds of the guests that they are likely to encounter (Ive, 2000). This may help to ensure that employees are able to satisfy guests' expectations.

Cultural awareness training has various benefits. It can increase an employee's self-confidence (Black and Mendenhall, 1990), morale (Black and Mendenhall, 1990; Lee and Chon, 2000), and loyalty to their employer (Atkinson, 2002). It can further increase the hoteliers' ability to operate in an progressively more culturally diverse work environment (Bartlett and Ghoshal, 1990). Nevertheless, training also has its costs. These can include monetary costs, time costs, lack of support from management, lack of qualified trainers, and its perceived lack of usefulness by upper management (Mendenhall and Oddou, 1986; Tung, 1981). The biggest deterrent however is the high level of employee turnover present in the current hospitality environment (Lee and Chon, 2000). The most significant study of cultural awareness training in the hospitality industry to date (Lee and Chon, 2000) found that the results of the study were consistent with the current literature. The one exception was that respondents felt that cultural awareness training did not have an effect on the establishment's overall effectiveness.

While the intangible elements of a service industry are important, of equal importance are the tangible elements. The tangible elements include the physical surroundings that are presented to the guests (Birchfield, 1988) and the facilities that a hotel has at a guest's disposal. The physical surroundings are interpreted differently by different cultures, and it is this interpretation that may lead to behavioural expectations (Gilly and Schau, 1997; Leach, 1976; Rapoport, 1980). If the physical surroundings are misinterpreted, it may lead to miscommunication and misunderstandings. Furthermore, if the physical surroundings are not conducive to a hospitable environment, as interpreted by the individual, the behaviour of the service personnel may not have a bearing on the how satisfied a guest is with the service encounter and/or overall stay (Bitner, 1990, 1992; Baker, 1987).

Despite the differences that exist within the literature, there seems to be a general consensus that it is imperative for the success of an establishment within the hospitality industry, that hoteliers must satisfy their guests. If satisfaction is not achieved it is unlikely that the guest will return and a long-term loss of profits may ensue (Laurie, 1998). With a growing multi-cultural tourism industry, hoteliers will be only be able to meet the expectations of their guests if their employees have an understanding of the different cultural backgrounds they are likely to encounter, as guests' expectations are influenced by their cultural background. Therefore, cultural awareness itself is becoming essential to the success of establishments in the hospitality industry.

## 3.0 Theoretical Framework

### *3.1 Theoretical framework overview*

This chapter aims to explore the theory behind the research question: what guest services are Sydney and Atlanta hoteliers providing to meet the needs of guests from different cultural backgrounds? It does this by presenting the variables involved in the research and the relationships between these variables, as suggested in the literature. The chapter then goes on to propose a model which illustrates these relationships. Finally the relationships that were investigated in the current research are discussed, as is the reasons why these relationships were considered.

### *3.2 Theoretical framework*

This research sought to investigate the correlation between hotelier's ascribed importance of the issue of cultural awareness and their cultural awareness efforts. For the purpose of this study cultural awareness efforts refers to the training that hotels provide to staff in the areas of foreign languages and cultural awareness, and the facilities that they provide to their guests who originate from multi-cultural backgrounds. This is not a simple relationship as there are other variables involved which complicate the relationship. These include the demographic profile of the hotel itself, the guests that visit the hotel, and guest satisfaction.

The dependent variable in the overall relationship is how satisfied a guest is with the service and facilities that are provided by the hotel. Nishiyama (1996) argues that international guests may not be completely satisfied with the service that is provided to them if the employees are not able to involve an element cultural awareness the service process. Nishiyama maintains that guests need to be treated as individuals they in order for them to be able to perceive the service that they have received as being of value to them. It is not possible to treat someone as an individual if you are unaware of what makes him or her different in the first place.

By knowing and understanding the cultural differences that exist, hoteliers can adapt their services and facilities to try and bridge any gaps that may be present. For example, one element that differentiates culture is religion. Therefore, when considering guests from a European background versus guests from a Middle Eastern one, a possible differentiating factor will be that the majority of Europeans are Christian, whereas the majority of Middle Eastern people are Muslim. This then leads to a need for employees to be aware of the differences that exist between a Muslim and a Christian. One significant difference between the two religions is that Muslims are able to pray in any location as long as they are facing in the direction of Mecca. However, although Christians are able to pray in any direction, in general they require a specific place of worship. To satisfy the basic requirement of indicating the direction of Mecca for Islamic prayer, hoteliers need only provide an arrow in the hotel room indicating the direction of Mecca. This is a facility that is common in most Asian hotels, but significantly absent in American, Australian and English properties. This inexpensive facility may increase an Islamic guest's satisfaction with the facilities provided, whilst costing the hotel a relatively small amount of initial capital. Therefore, it can be seen that no matter how small or seemingly insignificant the cultural awareness efforts of a hotel are, they may have a considerable impact on the level of satisfaction that a guest feels with the service and facilities that are provided to them.

Given that the level of a guest's satisfaction can be affected by the cultural awareness efforts of the hotel, it is essential to examine what variables impact on the level of effort exerted by the hotel. Additionally it is necessary to explore what, if any, impact the variables that affect the hotel's cultural awareness efforts have on the level of guests' satisfaction.

One variable that affects cultural awareness efforts is the guests' profile. If a hotel acquires a substantial amount of its business from guests originating from different cultural backgrounds, they are more likely to increase their cultural awareness



efforts to satisfy those guests, especially if a significant portion of these guests come from one common culture. These efforts in cultural awareness may in turn affect the type of guests that visit the hotel, and the more effort that a hotel makes to be culturally aware, the more likely it is that international visitors will stay at that establishment. This increase in international business may be due to both repeat business from previous satisfied customers and new customers.

It is well documented that guests' service expectations affect how satisfactory they perceive the service they have received to be (Zeithamal et al., 1993). Therefore, to be able to satisfy their guests, hoteliers need to be able to predict to some degree what expectations the guests will have. A guest's expectations are influenced by their profiles: who they are; why they are travelling; their past experiences; and the culture that they originate from (Pikkemaat and Weiermair, 1999; Weiermair, 2000). For example, a business guest that travels extensively would expect better and more efficient service than a leisure traveller, who would usually be looking for friendly service. But for both travellers, they would expect the same level of service that they receive in the culture that they are from (Crotts and Erdmann, 2000). For instance, Japanese hotels routinely employ staff that speak a variety of languages in order to aid guests from different countries (Nishiyama, 1996), therefore both Japanese business and leisure customers may expect the same courtesy from hoteliers in the countries that they visit. Without being able to predict what their guests' expectations are going to be, hoteliers cannot be sure of satisfying them.

A further variable that may affect cultural awareness efforts is the demographic profile of the hotel. The higher rated (i.e. one star to five star) a hotel is, the more likely it is that they will be willing to put more effort into training their staff and providing those extra facilities for guests. For example, guests may expect that a five star hotel will have employees that are able to speak foreign languages, specifically languages of foreign guests that represent a large percentage of their revenue, whereas guests are less likely to expect this facility at a two star hotel. Moreover it can be argued that the cultural awareness efforts of a hotel may affect

its demographics. The more a hotel endeavours to be culturally aware and the better services and facilities it provides, the more likely they are to charge a higher room rate, the higher occupancy they are likely to have, and the better star grading they are likely to receive.

A hotels demographic profile not only affects the efforts put forth by the hotel, but also the satisfaction that a guest feels with the service that has been received. As previously noted, guests' expectations affect how they perceive the service that they have received, and if a guest is staying at a five star property then they expect five star service and facilities. Even if the service and facilities that the hotel provides are of a high standard, if they are not of the standard expected of a hotel of that grade, it is unlikely that the guests' expectations will be met, and thus guests will be dissatisfied.

The two variables, guest profiles and hotel demographics, not only affect and are affected by the hoteliers' cultural awareness efforts, but they also affect each other. Where a hotel is, its room rate, its rating, and the hotels other demographics are likely to influence the type of guests that stay at the hotel. For instance, a hotel in the heart of the business district is more likely to attract a business traveller than a leisure traveller, whereas a family orientated hotel is more likely to attract leisure travellers than business travellers. The guests that visit a hotel in turn affect the hotel's occupancy levels, who the hotel employees, the number of staff employed, and the average room rates of the properties. For example, a hotel with a high level of business travellers will have a high level of occupancy during the week, but it would be relatively low on weekends. In this case the hotel would have a high average room rate during the week, but offer specials for the weekends.

The final variable that must be considered is the hotelier's belief of how important the cultural awareness issue is to a hotels business success. It is argued that the belief of perceived importance affects how much effort a hotel's management is willing to put into training their staff and providing culturally friendly facilities,

which in turn may affect a guests' level of satisfaction. If management judge that cultural awareness is important then it is likely that they are going to ensure that their employees receive the necessary training, and that the hotel's facilities are upgraded as required. However, if they believe that cultural awareness efforts will have no impact on business success, then they are unlikely to train staff in cultural awareness or upgrade the facilities to make them more culturally friendly.

It has been shown that the perceived importance of cultural awareness by hoteliers affects the level of cultural awareness efforts put forth by the hotel. These efforts in turn affect and are affected by the profile of the hotel guests and the demographic profile of the hotel. Furthermore, the two variables, guests' profile and the demographic profile of the hotel, affect and are affected by each other. Finally, it is the combination of the cultural awareness effort of the hotel which affects the service that is provided to the guests, the guests' profile which affects their expectations of service, and the demographics of the hotel which affects the setting of the service which affects the level of perceived satisfaction a guest feels from the service experience. These relationships are explored in the model below (Figure 4 – Theoretical Framework Model).

3.3 Theoretical framework model

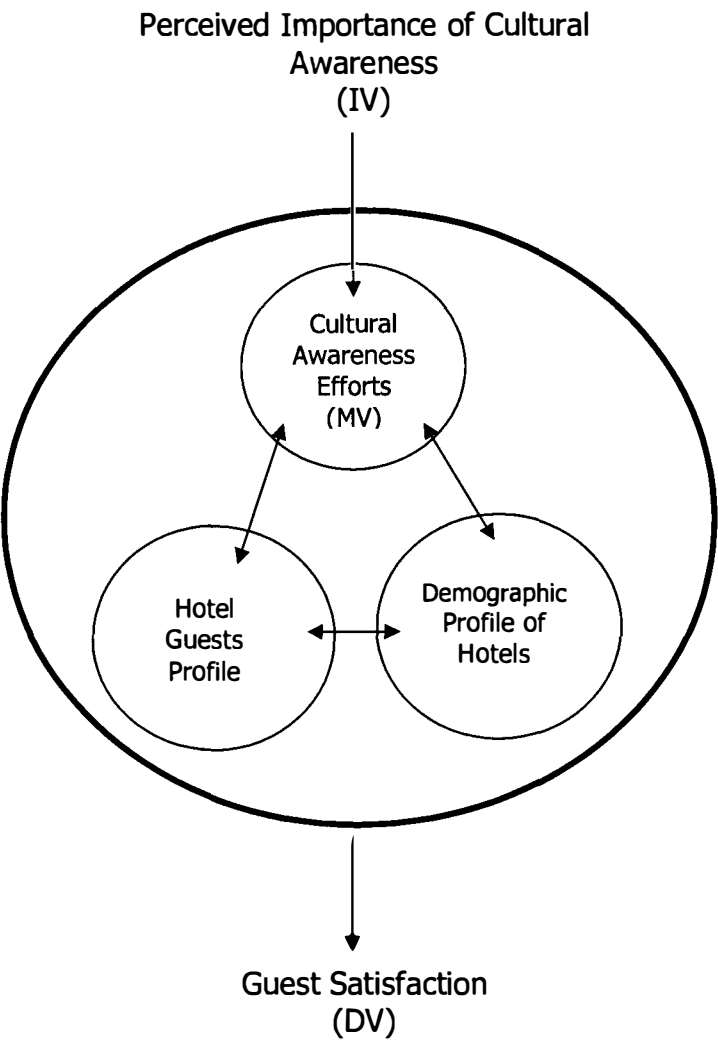


Figure 4 – Theoretical Framework Model

This model illustrates the relationships discussed in the previous paragraphs. The model shows that the perceived importance by hoteliers regarding the cultural awareness issue is the independent variable, the cultural awareness efforts of hoteliers are the moderating variable, and the level of guest satisfaction is the dependent variable.

There are many relationships within this model that could be explored: the relationship between cultural awareness efforts and guest profiles and hotel

demographics; the relationship between cultural awareness efforts and the level of guest satisfaction; and exploring whether there is a relationship between the perceived level of importance of cultural awareness and guest profiles and hotel demographics. It is also important to look at all the variables involved in the overall relationship so that it can be seen what impact variables have on each other, and what may impact them in the scheme of the relationships. For the purpose of this research, however, it is the relationship between the perceived importance of the cultural awareness issue (the independent variable) and the cultural awareness efforts of the hotelier (the moderating variable) that are of interest. Nevertheless, it is necessary to understand how this relationship relates with the other variables in the model.

The previous study conducted by Niininen et al (2000) concluded that although hard to understand, cultural differences influenced customer satisfaction. However, no relationship between cultural awareness efforts and customer satisfaction was explored. The research found that a high number of respondents did not actively employ staff members that were bilingual. Furthermore only a relatively small percentage of hotels encouraged foreign language training. An even smaller percentage of the hotels that responded were interested in providing cultural awareness training to their employees. Additionally, the research established that only a limited number and range of culturally friendly facilities were provided to guests by the hotels. However these variables were not addressed within the context of a relationship with the perceived importance of cultural awareness to the hospitality industry.

Investigation into the relationship between the importance of cultural awareness and the cultural awareness efforts of hoteliers was chosen for this research for several reasons. The major reason for this is that this relationship is an important link in the chain. If it can not be established that there is significant positive relationship between the independent variable and the moderating variable, the association between these and the dependent variable of guest satisfaction would be

insignificant. Therefore it is important to first establish the correlation between the independent and moderating variables. A further consideration was the time and cost restrictions of the budget which would not have allowed for a comprehensive study on the relationship between the current variables and guest satisfaction.

### ***3.4 Summary***

This research seeks to address how important hoteliers perceive cultural awareness to be, and how this is correlated to what facilities they provide to their guests and what training/incentives they provide to their staff. To fully understand the implications of this relationship these variables need to be examined in terms of the overall theoretical framework model. By being aware of and understanding what guests expect, hoteliers should be able to provide a level of service that will satisfy those needs. Guest satisfaction, which is the dependent variable, is the most important variable, as without satisfied guests it is unlikely that a hospitality establishment can succeed in the long term..

A guest's level of satisfaction is affected by the cultural awareness efforts of the hotel, which is the moderating variable. The cultural awareness efforts of the hotel are in turn affected by the profile of the guests staying at the hotel and the demographic profile of the hotel itself. This is a triangular relationship where all the variables are interacting, and not only affected by, but also affect each other. The independent variable in the overall relationship is how important hoteliers perceive cultural awareness to be. The current research argues that the more important cultural awareness is perceived to be, the more likely it is that hoteliers will have a high level of cultural awareness efforts.

There are many relationships within the theoretical framework model that could be explored in greater detail. However, the relationship between perceived importance of the cultural awareness issue and the cultural awareness efforts of hoteliers was chosen because it is important to establish what, if any, effects the independent

variable has on the moderating variable. Further relationships could not be explored due to the time and budgetary limitations of the research, which restricted the scope of the study.

## 4.0 Methodology

### *4.1 Methodological Overview*

The hypotheses were tested using a descriptive quantitative research design intended to investigate the variables and their associated correlations. The justification for the method used is discussed in the following sections, broken down into the various research design elements that were considered for the purpose of this study. The methodological issues included: qualitative versus quantitative studies, the research design framework, cross-sectional versus longitudinal studies, the research setting, the research sample, non-response/late response bias checks, the research instrument, the research procedures, and data analysis.

The research that was undertaken differs from previous studies in the area of hospitality and culture as it looks at the perceived importance of cultural awareness to hotels and how this perception affects the way in which hotels both train their staff to deal with international guests, and the facilities that they provide to their international guests. Furthermore the study conducted was a cross-cultural one between two different countries where English is the first language.

### *4.2 Qualitative versus quantitative studies*

Before any decisions can be made regarding the research design framework, the researcher must decide whether they are going to conduct a qualitative study or a quantitative study, or a combination of both. This is imperative as it will affect other areas of the research plan, such as how the study is to be conducted, the sample size, and the timing of the research that is to be conducted.

A qualitative study is designed to find the ‘why’ behind the ‘what’ (Leedy, 1993; Woodruff and Gardial, 1996), whereas quantitative research is designed to construct and test hypotheses, and to test the ‘what’ not the ‘why’ (Ramer, 1989).



Quantitative studies are usually objective as the researcher is independent of the research that is being conducted, and therefore the research that is conducted is held to be value free and unbiased. Usually, in terms of quantitative studies, the theory used is causal. Furthermore, the research is designed to test the research hypotheses, and the concepts are presented in the form of clear variables. The measures used in quantitative studies are created before the research takes place and are well defined and standardised. Generally, in quantitative studies there is a large sample size used to conduct the research within, and it is assumed that the research is easily replicated in the same circumstances. The analysis of quantitative research data is through statistical means, and in general quantitative studies are more economical and quicker to administer than qualitative studies due to the method of administering quantitative studies. Often the most popular methods of administering these studies is through the use of questionnaires or surveys, which can be conducted either face to face, through the mail (either postal or electronic), or via the telephone (Cavana, Delahaye and Sekeran, 2001; Creswell 1994; Churchill 1996; Neuman 1997; Sarantakos 1998).

In contrast, qualitative research is usually more subjective, and can have multiple realities. It is usually assumed that qualitative research is value laden and biased due to the research interference, as the researcher is a part of the research and must interact with the subjects being researched. The measures used in qualitative research are derived throughout the research, and the meaning of the study is uncovered the more the researcher immerses themselves in the research. The concepts derived from qualitative research are in the form of themes, generalisations, and the like. Usually there is a smaller sample size with qualitative studies, and the procedures are highly specific. This makes the research difficult to replicate, and thus replication is rare for qualitative studies. Analysis of the data gathered during qualitative research is conducted by extracting themes and generalisations from that data so that it presents a coherent and consistent picture. Qualitative studies are conducted through the use of less structured techniques, and

generally have to be conducted by the researcher themselves. These techniques include focus groups, interviews, and observation (Cavana et al 2001; Creswell 1994; Churchill 1996; Neuman 1997; Sarantakos 1998).

A quantitative approach was taken for the purpose of this research, as the objective of the study was to find out whether hotels perceived cultural awareness to be an important issue within the hospitality industry, whether this perceived level of importance has any relationship to the training that is provided to employees and what facilities are provided to guests. The research did not aim to investigate why the hotel prescribed the level of importance that they did, or the reasons behind the training that they provide to employees, and the facilities that they provide to guests. Had this been the intent, then a qualitative study would have been more appropriate and effective. Furthermore, due to time, cost and geographical restrictions, it was more logistically viable to conduct a quantitative study.

#### ***4.3 Research design framework***

According to Allen (1995) there are three main types of study design: descriptive, correlational, and experimental studies. These methods of study design were considered in deciding on the best approach to test the hypothesis.

A descriptive study is undertaken to allow the researcher to give a picture of the phenomenon that is being researched by describing the characteristics of the variables of interest. Descriptive studies can be used to investigate a person, a group of people, businesses, industries, or information. The descriptions derived can be used to explore the relationships between variables, identify different variables in an exploratory capacity, or to analyse theory. Descriptive studies aid the researcher in describing interesting phenomenon, however they do not help to explain the phenomenon (Cavana et al, 2001, 109-110).

A correlational study, on the other hand, is used to investigate the relationship between variables, and helps the researcher to identify the central factors associated with the variable of interest. Correlational studies are usually used to explore or describe relationships within the population of interest, or to develop theories about the relationships within a population (Cavana et al, 2001, 113).

Experimental studies are conducted to establish a cause and effect relationship on the dependent and independent variables of interest. Typically, to establish this relationship, the researcher uses an artificial setting within which they are able to control the dependent variable and manipulate the independent variable. Generally experimental studies are used to aid in the evaluation of current theories, or to develop new theories (Cavana et al, 2001, 456).

For the purpose of this study it was decided that a descriptive study was the best approach to test the hypotheses. This was primarily due to the nature of the study. The study aims to look at what hoteliers in Atlanta and Sydney are doing to meet the needs of their multicultural guests, and whether there was a correlation between the importance ascribed to the issue of cultural awareness and the hoteliers efforts. An experimental study would not have been appropriate as the research was not looking for a cause and effect relationship between the variables, but is trying to establish whether there is a relationship. A correlational study may have been appropriate, and was thus considered. However, it was also deemed inappropriate, as the research was not attempting to explain the relationships. As the research was seeking to discover whether a relationship existed between cultural awareness efforts and the ascribed importance, it was reasoned that a descriptive study approach was best suited. Furthermore, a descriptive study approach was considered most appropriate considering relatively little is known about the area of cultural awareness in the hospitality industry and hoteliers response to it.

#### ***4.4 Cross-sectional versus longitudinal studies***

Having decided upon how the research was to be approached it was then necessary to decide upon the timing of the research that was to take place. The next decision to be made was whether the research should be a cross-sectional or a longitudinal study.

A cross-sectional study is one that takes place at one point in time, providing a 'snap-shot' of the sample population and their attitudes and/or behaviours regarding the topic that is being researched (Cooper and Emroy, 1995; Churchill, 1996). The information is gathered one time only from the sample population, though the time that it may take to gather this information may vary from one day, to one year depending on the size and complexity of the study (Cavana et al, 2001). For example, research regarding the level of service that is provided in a shopping mall on Boxing Day should take the researcher one day to investigate. On the other hand a more complex research question, such as the attitude of 18 year olds to the effects of smoking, would take a longer period than one day to investigate. These two different studies would be considered cross-sectional in nature as both ask the respondent for the information required only once during the duration of the study being conducted, even though the duration of the period that the actual study takes place differs in both cases.

A longitudinal study however is one that takes place over a period of time, and aims to identify the changes that occur within the sample population. The data is collected over the duration of the study at different points in time (Cavana et al, 2001; Sarantakos, 1998; Zikmund, 1994). A longitudinal study is most often used when measuring the effects of something and/or the changing attitudes of the sample population in regards to the research question. For example, research that is trying to identify whether the drink driving advertisements were having an effect on the attitudes of young drivers could be conducted using a longitudinal study. The sample population would be questioned as to their attitude, and then after a period

of time whereby they are exposed to drink driving advertisements they would be questioned again to see whether attitude had changed.

For the purpose of this study a longitudinal study would have been the ideal research design, in that the changing attitudes of hotels towards cultural awareness and its prescribed level of importance in the industry could be measured. A longitudinal study would also have allowed an investigation into the changes in how hotels train their staff and the facilities that they provide to their international guests with the changing demographics of tourists worldwide. However, since both cities where the research took place recently hosted the Olympic Games and had an influx of international guests, it is likely that any major changes in attitudes would have already taken place. Therefore a longitudinal study would have been redundant and a cross-sectional study more appropriate. Additionally, due to the lack of time allowed to do the research and the lack of funds available, a cross-sectional approach had to be taken.

#### ***4.5 Research setting***

As the primary research aims to look at hoteliers' response to the issue of cultural awareness in a cross-cultural context, the research was conducted within the hotel industries in Sydney, Australia and Atlanta, USA. Australia and the USA were chosen as they both originate from an English background, with the English language being the mother tongue in both countries. Both countries are also highly multi-cultural in nature, therefore allowing for a more accurate comparison of hoteliers cultural awareness efforts.

Within Australia, Sydney was considered to be the most appropriate major city for study when compared to others (such as Perth, Melbourne, and Brisbane), as it is a major tourist attraction as well as the major business area within Australia. Furthermore, it was decided that Sydney hoteliers would be the best to take part in the research as Sydney has a large number of hotels on which to base the sample. In

the USA there were many major cities which could have been used for the purpose of the study. However, Atlanta was deemed as the most appropriate as it is the major city in the South of the USA, and is popular for both business and leisure tourists alike.

One of the major similarities between Atlanta<sup>7</sup> and Sydney<sup>8</sup> is that the populations of the two cities are comparable. In 2001, Atlanta had a population of 4,112,198 people and Sydney 3,997,321 people. The difference in the populations is merely 114,877 people. Furthermore, the male to female ratio in both cities is almost identical. In 2001, 49.35% of the Atlanta population was male, 50.65% female, and in Sydney 49.23% male and 50.77% female. Moreover, the average age of the two populations was similar, with the median age in Atlanta being 32.9 years and in Sydney 34 years. The native population of Sydney is slightly higher than Atlanta, though both figures are relatively small. One percent of the Sydney population was Aboriginal in 2001, whereas 0.25% of the Atlanta population was Native American. The remainder of the population was Atlanta is black (28.92%), Asian (3.31%), and Hispanic (6.54%). On the other hand the two main ancestral roots which have been identified in Sydney were English (27.5%) and Irish (9.3%). Of the residents born overseas, they were identified as being from the United Kingdom (4.7%), China (2.1%) and New Zealand (2.1%). These statistics confirm that the populations of Atlanta and Sydney are very similar, which suggests they will be good candidates to use for comparison for the purpose of this research.

Further to their similarities, Atlanta was considered as an ideal counterpart to Sydney partly due to the fact that both recent hosted of the Olympic Games. This hopefully makes the results more comparable as both cities had a recent influx of international guests for which they had to cater. It also meant that there could be no bias between one destination having held the Olympic Games and the other having

<sup>7</sup> The population figures for Atlanta are from the City Ratings website: <http://www.cityratings.com> (accessed: 20/03/2003)

<sup>8</sup> The population figures for Sydney are from the Australian Bureau of Statistics: <http://www.abs.gov.au/ausstats> (accessed: 20/03/2003)

not done so. Furthermore Atlanta and Sydney were the two most recent cities to host the games, Atlanta hosting them in 1996 and Sydney in 2000, thus leading to the smallest time gap between cities. For, example within the United States of America Los Angeles has also hosted the Olympic Games and has some similar characteristics with Sydney. However, Los Angeles hosted the games in 1984, and therefore there is a large time gap between their hosting of the games and Sydney's hosting of the games. This would therefore have made them less comparable, and thus making Los Angeles a less than ideal candidate for the research. For that reason, it was deemed that the hotel industries in Atlanta, USA and Sydney, Australia were the best setting for the research to take place.

#### ***4.6 Research sample***

The sample frame chosen for the research was all RAC listed hotels in Sydney, Australia, and all AAA listed hotels in Atlanta, USA. These two listings were chosen as they provided the most comprehensive lists of graded hotels within each city. Another classification which could have been used were Internet listings. However there were no two comparable classification listings on-line for both Sydney and Atlanta, which would have caused a discrepancy as to how the hotels were graded. A further sample frame that was considered was the yellow pages. This however was not chosen as it was felt that the RAC and AAA books gave a more comprehensive list of hotels for both cities. As such, the unit of analysis for the study is any hotel listed in the 2000/2001 RAC or AAA hotel guides. The 2000/2001 RAC hotel guide listed 363 hotels for Sydney, and the 2000/2001 AAA hotel guide listed 286 hotels for Atlanta.

For a complete list of the hotels which were sent questionnaires, please refer to appendix 7 (Atlanta hotels) and appendix 8 (Sydney hotels).

#### 4.6.1 Description of the research sample

Table 1 provides a breakdown of the sample, showing the percentage of respondents in Atlanta and Sydney and the demographics of the hotels.

Table 1: Description of research sample

	<b>ATLANTA</b>	<b>SYDNEY</b>
Total Questionnaires Sent	286	363
Usable Responses Received	49	76
Response Rate	17%	21%
Location:		
City Centre	46.1%	18.4%
Town	7.9%	6.1%
Suburbs	36.8%	65.3%
Country	5.3%	0%
Airport	2.6%	6.1%
Number of Rooms:		
Less than 25	14.5%	0%
26 – 50	22.4%	6.1%
51 – 100	27.6%	24.5%
101 – 200	18.4%	49.0%
Over 200	17.1%	18.4%
Grade:		
1 star	2.6%	4.1%
2 star	9.2%	8.2%
3 star	44.7%	57.1%
4 star	35.5%	24.5%
5 star	6.6%	2.0%



Average Room Rate:		
Less A\$50 / US\$25	2.6%	0%
A\$51 – A\$100 / US\$26 - US\$50	34.2%	20.4%
A\$101 – A\$150 / US\$51 - US\$100	46.1%	53.1%
Over A\$151 / US\$101	15.8%	26.5%
Average Occupancy Rate over 12 Months:		
20% - 40%	1.3%	2.0%
40% - 60%	26.3%	26.5%
60% - 80%	55.3%	67.3%
80% - 100%	15.8%	2.0%

The breakdown of the data shows that there were some similarities and some differences in the demographic profiles of the hotels in Sydney and Atlanta that responded to the questionnaire. From the data it can be concluded that the average Sydney hotelier that responded was from a mid-range 3 star property located in the city centre, charging approximately AU\$100 per night, with an average occupancy of 60% and 80% over the last twelve months. The average Atlanta hotelier that responded was from a mid-range 3 star property located in the suburbs of Atlant, charging between US\$51 and US\$100 per night, with an average occupancy between 60% and 80% over the last twelve months. On average, the properties in Sydney had fewer rooms than the properties in Atlanta. The figures illustrate that the demographic profile of the hotels that responded in both Sydney and Atlanta were very similar.

#### *4.6.2 Choice of sampling design*

Probability and non-probability sampling are the two main types of sampling designs. Probability sampling refers to a sampling design where each member of the sample population has an equal chance of being chosen. On the other hand non-probability sampling refers to a sampling design where members of the sample population are likely to be chosen in the most convenient way for the researcher.

While both probability and non-probability sampling were considered for this research, it was decided that non-probability convenience sampling was the most suitable. This was due to the limited time available for the study and the convenience factor of the sampling design. However, as mail questionnaires have a typically low response rate (Cooper and Emroy, 1995) and there was a relatively small sample frame, it was decided that all hotels listed within the sampling frame would be sent a questionnaire.

#### ***4.7 Non-response/late-response bias checks***

One further issue that had to be addressed was the issue of non-response and late response bias. This was an important issue to consider as the research was being conducted through the use of postal questionnaires, which generally have a low response rate (Cooper and Emroy, 1995), meaning that there was likely to be a high number of non-responses. Non-response/late response bias limits a researcher's ability to generalize their findings to the population of interest as the responses received from the sample may not be representative of the population.

Non-response or late response is the failure of a percentage of the sample group to respond to the study (Churchill, 1996, 596). This may be due to the respondent having moved, being unsuitable, or being unable or unwilling to cooperate. This may happen despite the researcher's effort to ensure that it does not (Sarantakos, 1998, 156-157). There are several methods that a researcher may use to deal with this bias. For example, the researcher can conduct a pilot study amongst the population to work out the non-response rate, and use this rate during the study to compensate for expected non-responses. Another suggestion is that the non-respondents are simply ignored with the assumption that their response will be similar or the same to those that have responded. A further option is to substitute the non-respondents with other units from the population (Sarantakos, 1998). It was determined that there was no appropriate way to deal with the non-response or late response respondents in this study, and thus the best way to deal with the bias was

just to ignore it and assume that the non-responses would have been the same as the responses that were received. This is a safe assumption to some extent, especially with the lower rated hotels, because hotels in this market are very similar in the way that they present themselves to their guests, the level of facilities that they provide and the training that they expect their employees to have. On the higher end of the rating scale the assumption may be a more tenuous, but is still valid, as usually when one hotel does that implements measures that helps satisfy guests, other hotels will soon follow.

#### ***4.8 Research instrument***

Once the research design and research setting had been determined, it was then necessary to decide on how the research was going to be conducted. There are several types of research that are suitable for a descriptive study: interviews, focus groups, and questionnaires being the most commonly used (Cavana et al, 2001, 115). An interview is a research method whereby the researcher talks to the subjects of the research individually. This can be conducted face to face, over the telephone, or over the Internet (Sekaran, 2000). Focus groups are an interviewing technique where the researcher acts as a moderator for a group of subjects. The group will usually involve between six to ten individuals who discuss the area of interest to the researcher (Kotler et al, 1999). Questionnaires are written documents where the subjects of the research record their answers to questions. Questionnaires can be administered face to face, through the postal mail, or over the Internet (Sekaran, 2000).

Questionnaires have several advantages over other methods of research. They are often less expensive than other methods as they can be mass-produced, which not only saves time, but potentially money as well. Questionnaires can often gain a wider audience quicker than other methods of research, as they are able to produce mass results in a shorter period of time than would be required by a single researcher interviewing one respondent at a time. Questionnaires can be

advantageous for the researcher to use as the respondent can complete them at a time that is suitable for them, not one that is set by the researcher. Furthermore, there is a greater assurance of anonymity for the respondent as the researcher is not present when the questionnaire is being completed. There is an additional benefit to this, in that there is usually less researcher bias present in the results. Questionnaires may also be able to offer a more stable approach as each respondent will be asked the same questions in exactly the same manner. However, during an interview the researcher's attitude may affect the way they ask the question, which may in turn affect the way the respondent answers that question (Cavana et al, 2001; Sarantakos, 1998).

Even though there are many positive aspects to using questionnaires as a method of research, there are also some negative aspects that must be taken into consideration. Questionnaires do not allow the researcher to probe further or clarify any issues which may arise as a result of the information that the respondent gives. There is often no motivation for the respondent to actually respond to the questionnaire, which leads to a lower response rate than with other methods of research. Researchers can try to improve response rates by mailing out follow up letters to the subjects, providing small monetary or gift incentives, by including a self-addressed stamped envelope with the questionnaire, and by keeping the questionnaire brief. A further issue that needs to be considered is that the researcher usually has no way of telling who actually completed the questionnaire, and whether that person was completely truthful. Additionally, it is virtually impossible for the researcher to ensure that the questionnaire is completed in full (Cavana et al, 2001; Sarantakos, 1998).

Taking into consideration both the positive and negative aspects of using questionnaire, the questionnaire method was chosen for this research for several reasons. The primary reason for this was that postal questionnaires allowed the respondent to answer the questions with complete anonymity. Conducting postal questionnaires also allowed a wider range of hotels to respond to the questionnaire

than would have been the case had another method, such as interviews, been used. By nature the research that was to be conducted had to be done over a large population, namely the entire hotel industry of Sydney, Australia, and the entire hotel industry of Atlanta, USA. As the hotels that were sampled covered a large geographical area, in order to reach all the selected hotels in the time period allocated, a postal questionnaire was deemed to be the most appropriate method. Moreover, as questionnaires usually take less time to complete than either an interview or focus group, it was felt that hotel managers, who typically have little time, may be more willing to answer a questionnaire, rather than to attend an interview or focus group. In addition, focus groups would not have been a viable option as sensitive information, such as hotels occupancy and room rates was required, and it is unlikely that hotel managers would be willing to discuss these issues in front of managers from competing properties. Another factor involved in the decision to use a questionnaire was the cost, and researching this topic through any other means would have not been viable due to budget restrictions.

#### *4.8.1 The research instrument*

A postal questionnaire was administered via the mail system to the RAC classified hotels in Sydney and the AAA classified hotels in Atlanta. To ensure consistency was maintained, the questionnaires were sent out at the same time in both Australia and the USA. The questionnaires for Sydney were sent from Perth, Western Australia, and the questionnaires for Atlanta were sent from Auburn, Alabama.

The questionnaire that was used was adapted from the questionnaire used in the original study (see appendix 1) conducted by Niininen et al (2000). As the variables that were being investigated in this study, such as the demographics, the visitors, the facilities provided, and the training provided, were all addressed in the original study, there was therefore little need to revise the questionnaire. In order to adapt the original study to the Australian context, the room rates had to be changed from English Pounds to the Australian Dollars, using an exchange rate of fifty pence to

one Australian dollar. This exchange rate maybe considered high when the actual exchange rate is closer to thirty five English Pence to the Australian dollar, however, it was used to ensure that the room rate figures remained rounded and more manageable to work with. The room rates then needed to be converted to US Dollars, to adapt the Australian questionnaire for the United States Context. To change the room rate from Australian Dollars to US Dollars a standard exchange rate of fifty US cents to one Australian dollar was used. This figure was chosen as the exchange rates fluctuates, but has a tendency to hover around these levels. It was vital to convert the room rate charges from the English Pound to the Australian Dollar and the American Dollar so that the comparability of the properties remained constant throughout all the demographic profile markers. The only other changes consisted of the addition of two further questions in relation to the importance of cultural awareness and the perceived level of cultural awareness in the hotel. These issues were not considered during the original study conducted in the United Kingdom, but in order to address the hypotheses of the research it was essential that these questions be added to this study.

The questionnaire consisted of three sections. The first section related to the business that the hotels received from international visitors, where their guests came from, why they visited, if the hoteliers foresaw an increase in international guests, and international promotion of the hotel. The second section related to the employees of the hotel, how many employees that hotel had, the cultural background of their employees, their foreign language skills, the training that the hotel provided, and the cultural awareness training that they are provided. The final section related to the hotel itself, its demographics, where the hotel was located, the number of rooms, the room rate, occupancy levels, the hotels rating, the facilities that the hotel provided to its international guests, the perceived level of cultural awareness, and the perceived importance of cultural awareness to the hotel.

Appendix 2 contains a copy of the questionnaire for the Atlanta hotels, and appendix 3 contains a copy of the questionnaire for the Sydney hotels.

#### *4.8.2 Measurement of variables*

There were two main variables being considered in this research: the independent variable being the importance of the issue of cultural awareness to hoteliers, and the moderating variable being the efforts that hoteliers go to in order to cater for multi-cultural guests and their cultural awareness efforts.

The independent variable was simple to measure, and was done so by asking hoteliers to rank how important they felt cultural awareness to be on a scale of 1 to 5, with 1 being extremely not important and 5 being very important. The dependent variable on the other hand, was more complex to measure. Firstly cultural awareness efforts were broken down into two separate sections: the facilities that hotels provide to their guests and the training hotels provide to their staff in the area of foreign language and cultural awareness. The level of facilities was measured by asking hoteliers to indicate whether they did or did not provide certain facilities to their guests. The facilities asked about were based on the facilities utilised in the original study. The level of training that a hotel provided was measured by asking hoteliers what training they provided to their staff, who was eligible for the training, and if any incentives were offered for staff to gain training outside of the work arena. The more multi-cultural facilities and training a hotel provided, the more culturally aware they were perceived to be.

#### *4.9 Research procedure*

Ethical clearance was received on the 31<sup>st</sup> of October 2001 from the Edith Cowan University Human Research Ethics Committee to conduct the research between the 30<sup>th</sup> October 2001 and 30<sup>th</sup> November 2001. After clearance was received, packets for the hotels were prepared. Each packet included a questionnaire (see appendix 2 and 3), a cover letter (see appendix 4), a disclosure statement (see appendix 5), and a pre-paid addressed envelope. All packets were sent out on the 1<sup>st</sup> November 2001,

with the letters for Sydney being sent from Perth, Western Australia, and the letters for Atlanta being sent from Auburn, Alabama. It should be noted that hotels were not offered any incentive to complete the questionnaire, which may account for the low response rates. Two weeks later on the 15<sup>th</sup> November 2001, a reminder letter (see appendix 6) was sent to all the hotels reminding them to complete the questionnaire and send it back in the addressed envelopes.

The Sydney questionnaires were returned to Edith Cowan University in Perth, Western Australia, and the Atlanta questionnaires were returned to Auburn University in Auburn, Alabama. All replies were received by the deadline of the 30<sup>th</sup> November 2001. Once the questionnaires were returned they were entered into Statistical Package for the Social Sciences (SPSS) version 10.0 for Windows (Nie, Hull, Jenkins, Steinbrenner, and Bent, 1975) for analysis.

#### ***4.10 Data analysis***

The data that was gathered during the collection phase of the research in Sydney and Atlanta was analysed using the Statistical Package for the Social Sciences (SPSS) version 10.0 for Windows. SPSS allows for various tests to be performed on the data so that it can be analysed to test the hypotheses and also generate descriptive information (Nie et al, 1975). The tests that were performed to provide descriptive analysis included: frequencies, measures of central tendencies, and cross-tabulations. Further tests were performed to investigate the relationships between the main measures of the variables being tested. These tests included Pearson's correlation and Chi Square analysis. The benefit of using a package such as SPSS is that it allows for greater accuracy of the statistical analysis due to the complicated mathematical equations involved in their generation.

Hypothesis one: hoteliers will rank the issue of cultural awareness as being very important to actual business performance. This was analysed using frequency and cross-tabulation to look at which hotels ranked cultural awareness as important. Chi



squares were also used to look at the how different hotels ranked the issue of cultural awareness. For example, chi square analysis was used to explore whether 1 star properties believed that the cultural awareness issue was more important than five star properties.

Hypothesis two: there should be a positive correlation between the level of ascribed importance by hoteliers to the issue of cultural awareness and the type and range of facilities provided for guests. This was analysed using Pearson's correlation, which was used to identify any correlation between the level of ascribed importance of cultural awareness and the elements involved in the provision of facilities for guests.

Hypothesis three: there should be a positive correlation between the level of ascribed importance by the hoteliers to the issue of cultural awareness and the range of culturally sensitive training provided to employees. This was again analysed using Pearson's correlation, which was used to determine the correlation between the level of ascribed importance of cultural awareness and the individual elements involved in the level of training that is provided to the employees.

#### ***4.11 Summary***

For the purpose of this research it was decided that a descriptive study approach set in Atlanta, USA and Sydney, Australia, was the most appropriate. Mail questionnaires were sent to all the RAC listed hotels in Sydney and AAA listed hotels in Atlanta. While the low response rate and small sample size prohibit generalisability, the results should indicate whether there is some correlation between hoteliers' cultural awareness efforts and how important they perceive cultural awareness to be.

## 5.0 Results and Hypotheses Analysis

### *5.1 Results and hypotheses analysis overview*

This chapter discusses the descriptive results of the questionnaires sent to Atlanta, United States of America, and Sydney, Australia. The data obtained from the questionnaires was analysed using the Statistics Package for the Social Sciences (SPSS) Version 10.0 for Windows. The analysis was completed using frequency distribution and percentages. The results for Atlanta and Sydney are summarised and compared, with any similarities or major differences drawn out. The full results for both Atlanta and Sydney can be found in Appendix 9.

This chapter then presents the findings of the analysis of the hypotheses. The hypotheses were analysed using the Statistics Package for the Social Sciences (SPSS) Version 10.0 for Windows. The data for hypothesis one was analysed using frequency distribution and percentages, cross-tabulations and chi-square tests. The data for hypotheses two and three was analysed using Pearson's correlation, cross-tabulations and chi-square tests. A mean test was conducted to determine if there were differences between Atlanta and Sydney. As there was no significant difference found, the data from both Atlanta and Sydney was combined to allow for further analysis and more useful information to be generated. The findings for both Atlanta and Sydney are presented and discussed.

### *5.2 Results*

#### *5.2.1 Results discussion*

The World Tourism Organisation (WTO) statistics suggest that England, Germany and Japan are significant overseas markets for both the United States of America and Australia. The data shows that 46.9% of Atlanta hoteliers and 59.2% of Sydney hoteliers identified England as a major foreign market. Over half of Atlanta

hoteliers identified Germany as a key foreign market, whereas only one quarter of Sydney hoteliers agreed. The figures were quite similar for Japan as a foreign market, where 41.2% of Atlanta hoteliers and 25.7% of Sydney hoteliers identified Japan as a major foreign market.

Furthermore, 20.4% of Atlanta hoteliers identified Mexico as a major foreign market and 44.6% of Atlanta hoteliers also identified Canada as an overseas market. On the other hand, 30.3% of Sydney hoteliers identified New Zealand as a significant business generator. These results are probably due to the proximity of these countries to Atlanta and Sydney.

While Atlanta hoteliers did not believe Australia generated business for their hotels, 43.8% of Sydney hoteliers identified the United States of America as a country that generated a sizeable number of foreign visitors.

Fifty-seven point one percent of Atlanta hoteliers felt that there would not be an increase in business from foreign markets, whereas Sydney hoteliers were a slight more positive about possible increases in foreign business, with only 55.3% of hoteliers holding the same belief. One explanation of this view could be the timing of the surveys as the questionnaires were sent out shortly after September 11th 2001 when there was a down turn in the market primarily due to the terrorist attacks in New York and Washington, USA. Hoteliers may have assumed that this downturn would continue into the future, leading to a decrease in business from foreign markets.

Of those hoteliers in Atlanta that believed there would be an increase in business from foreign markets, 26.5% felt that Germany would represent a growth market, 24.5% Japan, 22.4% England, 18.3% Canada, 10.2%, and 6.1% South America. On the other hand 30.3% of Sydney hoteliers believed that England represented a growth market, 23.7% the United States of America, 21.1% Japan, 18.4% New Zealand, 15.8% China, 10.5% Europe, and 9.2% Asia. For both Atlanta and Sydney

these figures are largely representative of the countries that they feel already provide a majority of the foreign visitors to their hotels.

Table 2 below shows that while Atlanta hoteliers believed more international guests visit Atlanta for business reasons, Sydney hoteliers believed that more guests visit Sydney for the purpose of tourism, visiting friends and relatives, or a combination of the three. Additionally, one Sydney hotelier believed that international tourists were visiting Sydney for the express purpose of receiving medical treatment.

Table 2: Reasons for travelling

	ATLANTA	SYDNEY
<b>Purpose of Visit:</b>		
Business	69.4%	21.1%
Tourism	20.4%	59.2%
Visiting friends / Relatives	-	7.9%
Business / Tourism	6.1%	2.6%
Business / Tourism / Visiting	2%	3.9%
Business / Visiting	2%	-
Tourism / Visiting	-	3.9%
Hospital Treatment	-	1.3%

The second part of the questionnaire sent to hoteliers pertained to the hotels' employees, the training they receive and the incentives that hoteliers provide to encourage staff training. In the case of both Atlanta and Sydney, the majority of hoteliers that responded employed twenty-five or less staff members within the hotel, with 63.3% and 63.2% respectively employing fewer than twenty-five. While more Atlanta hoteliers employed between twenty-six and fifty employees, a greater number of Sydney hoteliers employed over fifty members of staff, with 14.3% of Atlanta hoteliers versus 24.9% of Sydney hoteliers employing fifty plus. This difference may be explained by the different grading of hotels that responded. More four and five star properties in Sydney responded than within the Atlanta sample, and it may be the case that the higher grade hotels employed more staff than the lower grade hotels.

Hoteliers in both Sydney and Atlanta preferred to recruit employees from within their respective countries. However, a greater percentage of Sydney hoteliers employed staff that did not require work permits than Atlanta hoteliers, with over 80% of Sydney hoteliers employing Australian residents and 65.3% of Atlanta hoteliers doing likewise. The difference between the two percentages may be explained by the proximity of South America, especially Mexico, to the United States of America. The result of the propinquity of the USA and South America means that there are in general, a large number of immigrant workers in the USA. Eighty-one point two percent of Sydney hoteliers classified over half of their staff members as Australian, whereas only 56.9% of Atlanta hoteliers classified 50% or more of their staff members as American. These figures indicate that guests are more likely to encounter a greater level of diversity within the staff of hotels in Atlanta than in Sydney.

Regardless of the nationality of the staff employed, only the minority of employers felt that it was necessary to carry out market research to assess the necessity of, and type of foreign language skill required by the staff. A mere 21.1% of Sydney hoteliers and 18.4% of Atlanta hoteliers felt that this type of research was necessary. This belief may result in hoteliers not employing staff members within the establishment that have the necessary language capabilities for the guests who stay at the hotel.

What is more, the majority of hoteliers in Atlanta and Sydney did not require any members of staff to be bilingual, with only 28.6% of Atlanta hoteliers and 21.1% of Sydney hoteliers having this requirement in place. Of the hoteliers that understood the possible need for bilingual employees, the majority in Atlanta believed that European languages were important, and Sydney hoteliers felt that both European and Asian languages were important. However, Arabic, Tongan and Samoan were also mentioned by hoteliers in Sydney. These additional languages may have been cited due to the proximity of Asia and Micronesia to Australia. These hoteliers

further believed that it was most important for front-of-house staff and management to be bilingual, with only a minority in Sydney also suggesting back-of-house personnel and security personnel.

There are many factors that employers consider when recruiting employees, depending on what they believe to be important for the success of their establishment. Hoteliers in Atlanta and Sydney considered the same factors as important and not important when recruiting front-of-house staff. These hoteliers believe that attitude, communication skills, personal appearance and social skills are the most important factors, whereas the experience of the recruit was only of average importance, while foreign language skills were the least important factor. Atlanta hoteliers further mentioned aptitude, presentation, and punctuality as factors they consider, while Sydney hoteliers cited aptitude, presentation, punctuality, flexibility and eagerness to work. Approximately a quarter of the hoteliers in Atlanta and Sydney, 22.4% and 32.9% respectively, also considered a persons ability to do the job as an important factor in the recruiting of front-of-house staff.

The belief in the lack of importance of foreign language skills when recruiting front-of-house staff may explain the lack of incentives hoteliers provide to staff to encourage them to train in foreign languages. The greater majority of hoteliers in Atlanta and Sydney, 85.7% and 98.7% correspondingly, do not offer internal training for foreign languages, and furthermore, the majority, 77.6% of Atlanta hoteliers and 93.4% of Sydney hoteliers, do not provide incentives for employees to undertake foreign language training outside their place of employment.

However, for those establishments that do provide incentives for foreign language training, the incentives provided differed from Atlanta to Sydney. The most popular incentive for Atlanta hoteliers was enhanced promotional prospects, with 32.7% of employers using this incentive. On the other hand, for Sydney hoteliers, the most popular incentive to encourage employees to train was the possibility to take paid time off work, with 17.1% of employers using this as an incentive. Further popular

incentives for employees to undertake language training used by Atlanta hoteliers was free availability, financial incentives and financial support, whereas Sydney hoteliers also offered enhanced promotion prospects and used the ability to speak a foreign language as a requirement of the job.

The majority of Atlanta and Sydney hoteliers that responded to the questionnaire do not have a second language policy in place within their hotels, and this may be explained by hotelier's prevalent attitude towards the need of their employees to have a second language. The prevailing attitude seems to be that employing staff that have the ability to speak foreign languages is mostly unimportant, both in terms of the acquisition of staff with the skills, or encouraging current employees to gain the skills. Regardless of this attitude, there was only a minority of hoteliers that did not have any staff members in their front-of-house departments that did not speak any foreign languages, with only 8.2% of Atlanta hoteliers not employing any bilingual staff members, and the percentage was only slightly higher in Sydney with 11.8% of hoteliers not employing bilingual staff members. This however could be attributed to the increasing numbers of people possessing bilingual skills. Correlation analysis of the results for both Atlanta and Sydney shows that the number of languages that are spoken by front-of-house members of staff is related to the star grading the hotels have received. The correlation result for Atlanta was 0.308 (significant at the 0.05 level) and for Sydney (significant at the 0.01 level).

The front-of-house staff are often the employees within a hotel that have the greatest amount of contact with the guests during their stay at the hotel. Due to this, it is perhaps important that they, more than any other employee, understand the different cultural needs of foreign hotel guests. The majority of hoteliers in Atlanta and Sydney believed that their front-of-house staff have an adequate understanding of the appropriate cultural and social behaviours, and the business norms and behaviour of their foreign guests. However, a significant 40.8% of Atlanta hoteliers believed that their staff do not have the understanding of appropriate cultural and social behaviour, and that 34.7% of Atlanta hoteliers' staff do not have an

understanding of business norms and behaviours of foreign guests. Although the percentage of Sydney hoteliers who felt their staff did not have an understanding of these issues was less than their US counterparts, they were still significantly high at 23.7% and 26.3% respectively. Considering these negative results, only a small minority of hoteliers in both Atlanta and Sydney have an in-house cultural awareness training program, with only 18.4% of Atlanta hoteliers and 14.5% of Sydney hoteliers employing in-house training programmes. It seems that while a considerable number of hoteliers do not believe that their staff have an appropriate level of cultural awareness, they do not deem it an important enough issue to invest time and money educating their staff in this issue. Of those hotels that do offer cultural awareness programmes, it was offered to the front-of-house, back-of-house, supervisory and management employees.

Even though Atlanta and Sydney hoteliers agree on the importance of understanding cultural awareness, they do not agree on whether international guests represent a growth market for their hotel. Forty point eight percent of Atlanta hoteliers disagreed with the statement, 36.7% agreed and 20.4% were neutral. Whereas in Sydney 52.6% agreed, 19.7% disagreed and 22.4% were neutral. However, it is important to note that the hoteliers belief about the growth of international tourism may have been affected by the timing of the questionnaires, which were sent out during a period where the tourism industry as a whole, and specifically the hospitality industry was experiencing a severe down turn in the market. There were several reasons for this, however, the terrorist attacks in the United States of America on September 11th were the main cause. It is possible that hoteliers in America may have believed that tourism would not recover in the near future, and therefore there was less possibility that business from international tourism would represent a growth market for them.

However hoteliers felt about the growth of international tourism, the majority agreed that having the ability to communicate in their guests' mother tongue gave the hotel a competitive edge over other hotels. Forty nine percent of Atlanta



hoteliers and 44.7% of Sydney hoteliers agreed with this statement. This belief however is not reflected in the training policies presented by the hoteliers, nor in the factors they consider important when recruiting front-of-house staff members.

In accord with Atlanta and Sydney hoteliers' belief that having the ability to communicate in a guests' language gives them a competitive advantage, over half of the hoteliers, 55.1% and 51.3% respectively, agreed that hospitality programmes in colleges and universities should include more language training. Furthermore, 53.1% of Atlanta hoteliers and 54.8% of Sydney hoteliers agree that hospitality training programmes should include more cultural awareness training. Only a slim minority disagreed with these two statements - 16.3% of Atlanta hoteliers and 16.3% of Sydney hoteliers with the language component of training, and 12.2% of Atlanta hoteliers and 11.8% of Sydney hoteliers with the cultural awareness component of training.

While the majority of hoteliers in Atlanta and Sydney currently provide little or no incentives to employees to encourage them to undergo training, they did agreed that hotels should provide incentives for their employees to participate in both foreign language training and cultural awareness training. Over half of the Atlanta hoteliers agreed on incentives for language training, whereas only 38.2% of Sydney hoteliers agreed, and about a quarter of hoteliers in both Sydney and Atlanta disagreed. The percentages with regards to incentives for staff to participate in cultural awareness training were a less similar, with only 36.8% of Atlanta hoteliers agreed and 34.7% disagreed, and 39.5% of Sydney hoteliers agreed and 26.3% disagreed. This may indicate that while Atlanta hoteliers may believe that foreign language training is more important than cultural awareness training, Sydney hoteliers judge the two types of training to be of equal importance to the hospitality industry.

Overwhelmingly, the majority of hoteliers in both Atlanta and Sydney disagreed that foreign language skills should become a prerequisite for recruiting hotel guest service employees. Forth-four point nine percent of Atlanta hoteliers and 59.2% of

Sydney hoteliers disagreed, whereas only 16.3% of Atlanta hoteliers and 13.2% of Sydney hoteliers agreed that it should be a prerequisite. This indicates that while hoteliers think that the foreign language skills are important, they are not important enough for it to be a requirement in employing front-of-house staff.

Interestingly, when considering the seven statements discussed above, approximately 25% of all the hoteliers in Atlanta and Sydney that responded to the questionnaires neither agreed nor disagreed with the statements. This proportion may be representative of the percentage of hoteliers that believe that the issue of cultural awareness is neither important nor unimportant.

The responses discussed above indicate that hoteliers believe that foreign language and cultural awareness training may be important to the hospitality industry. Furthermore, they also believe that universities and colleges should introduce a cultural awareness component in the students' training, or incentives should be provided to employees to encourage them to train outside their place of employment. Nevertheless, the majority of hoteliers in both Atlanta and Sydney have no plans to increase their training provisions in foreign languages within the next five years, with only 10.2% of Atlanta hoteliers and 3.9% of Sydney hoteliers planning to increase their training provisions.

The final section of the questionnaire sent to the hoteliers aimed to discover the demographic profiles of the respondent hotels, and what facilities they provide to their local and international guests. The demographic profile of the responding hotels in both Atlanta and Sydney were very similar, which may explain some of the similarities seen throughout the results generated in sections A and B of the questionnaire, as was discussed previously.

With regards to location, the majority of hoteliers in Atlanta, 65.3%, described their hotels as being located in the suburbs, compared to 18.4%, which described their location as being in the city centre. Comparatively 46.1% of Sydney hoteliers

described the location of their hotel as the city centre and 36.8% as the suburbs. These difference may possible be due to the differences in the specific definitions of 'suburb' and 'city centre' in the two countries.

While the average number of rooms within Sydney hotels was spread evenly amongst the Sydney hoteliers, the majority of Atlanta hoteliers had over 51 rooms within their properties. Amongst the Atlanta hoteliers, 24.5% had between 51 and 100 rooms, 49% had between 101 and 200 rooms, and 18.4% had over 200 rooms. Whereas amongst the Sydney hoteliers, 14.5% had between 1 and 25 rooms, 22.4% had between 26 and 50 rooms, 27.6% had between 51 and 100 rooms, 18.4% had between 101 and 200 rooms, and 17.1% had over 200 rooms.

The average rating for the hotels that responded was 3 star. 57.1% of Atlanta hoteliers and 44.7% of Sydney hoteliers had a 3 star rating. The second most popular rating was 4 star, with 24.5% of Atlanta hoteliers and 35.5% of Sydney hoteliers holding a 4 star grading. Only a small percentage of the hotels that responded were graded as 5 star properties, with 2% in Atlanta and 6.6% in Sydney. This is representative of the division of the hotel grades within the cities, with 3 star hotels being the most prevalent, 4 star second, and 5 star hotels being the rarest of the grades. The majority of Atlanta hotels were graded by the AAA, and the majority of Sydney hotels by the Australian equivalent, the RAC.

The average room rate results indicated that the average daily room rate for both Atlanta and Sydney hotels was similar. Converting the American room rates to Australian dollars for ease of comparison, it can be seen that 53.1% of Atlanta hoteliers charged between A\$101 and \$150, and 46.1% of Sydney hoteliers also charged this rate. However, a greater percentage of Atlanta hotels had a higher average room rate than Sydney hotels, with 26.5% of Atlanta hotels and 15.8% of Sydney hotels charging over A\$150. Conversely, more Sydney hotels charged between A\$51 and A\$100, than Atlanta hotels. This difference may be explained by

the overall higher average room rates of American hotels when compared to Australian hotels.

Similarly the best part of hoteliers in Atlanta and Sydney, 67.3% and 55.3% respectively, experienced an average occupancy of 60% and 80% over the preceding 12 months before the questionnaires were administered. Furthermore, approximately a quarter of the hotels that responded, 26.5% of Atlanta hoteliers and 26.3% of Sydney hoteliers, encountered occupancy levels between 40% and 60%. A greater number of Sydney hoteliers experienced occupancy levels between 80% and 100% than Atlanta hoteliers, 15.8% compared to 2%. The low occupancy levels in Atlanta may be explained by the effects of September 11th, which had a greater effect on travel both within and to cities within the United States of America than Australia.

Hoteliers were then asked which facilities they provided to their guests. Surprisingly hoteliers provided few of the 14 facilities listed in the questionnaire. The majority of hotels, 63.3% in Atlanta and 89.5% in Sydney accepted foreign credit cards from their guests. However, a considerable number of hoteliers did not provide this facility, 10.5% of Sydney hoteliers and even more significantly 36.7% of Atlanta hoteliers. Very few Atlantan hoteliers provided an in-house currency exchange facility to their guests, with only 10.1% of them providing this facility. Although more positively, just under 50% of Sydney hoteliers provided exchange facilities, 56.6% still did not provide any.

A quarter of Sydney hoteliers provided promotional materials in a foreign language, whereas only 12.2% of Atlanta hoteliers did. Therefore, the majority of hoteliers in both cities did not provide this facility.

The majority of the hoteliers in Atlanta did not provide a concierge service for its guests, however a significant minority, 32.7%, did provide it. In contrast a majority of Sydney hoteliers, 56.6%, did provide concierge services, with a significant

minority not providing it. Though the percentages are similar, the positions are reversed, and accordingly you are more likely to encounter concierge services in Sydney. This may be due to the fact that a greater number of 5 star properties responded to the Sydney questionnaire than to the Atlanta questionnaire.

Overwhelmingly the majority of hoteliers in Atlanta and Sydney did not provide newspapers in foreign languages, with only 8.2% of Atlanta hoteliers and 7.9% of Sydney hoteliers providing this facility for their guests. Furthermore the majority of Sydney and Atlanta hoteliers do not provide foreign television and radio channels either. However, a significant minority of Atlanta hoteliers, 32.7% and Sydney hoteliers, 19.7% do provide this service. This shows more hoteliers provide foreign television and radio channels than foreign newspapers. However, it is only the minority that provide any at all. In addition, a very slim minority of the Atlanta and Sydney hoteliers that responded provided computer software in foreign language, with only 2% of Atlanta hoteliers and 5.3% of Sydney hoteliers providing such a service.

The majority of hoteliers in Atlanta, 69.4% responded that they provided voice mail telephone services, as opposed to the majority of Sydney hoteliers, 63.2% who did not.

The majority of Atlanta hoteliers, 83.7% and Sydney hoteliers, 65.8% do not provide international or ethnic food in their hotel restaurant/s. However a considerable minority of Sydney hoteliers, 34.2% do provide this service. Significantly, only a very slim minority of Atlanta and Sydney hoteliers, 8.2% and 3.9% respectively, provided Kosher or Halal food in their hotel restaurants, with the greater majority not providing this facility.

While the majority of hoteliers in Atlanta, 81.6% and Sydney, 78.9% do not have translators or language interpreters available, the majority, 87.8% and 93.4% respectively, also do not subscribe to telephone translator services. A greater

minority of hoteliers provide translators or language translators, 18.4% in Atlanta and 21.1% of Sydney hoteliers, as opposed to subscribing to telephone translator services, of which 12.2% of Atlanta hoteliers and 6.6% of Sydney hoteliers do.

A large minority of Sydney hoteliers, 40.8% provided their guests with multi-lingual service staff, with only a slim majority of Atlanta hoteliers, 51% also providing this service. It is surprising that more Sydney hoteliers do not provide this service given that over 80% claimed to have front-of-house staff that speak more than one language other than English.

Finally, only two hotels that responded to the questionnaire provided guest bedrooms that indicate the direction of Mecca. Mecca is the direction to which Muslim individuals have to pray. No hoteliers in Atlanta provided this service and only 2.6% of Sydney hoteliers did. Several of the responding asked what Mecca was. Obviously if these hoteliers are unaware of what Mecca is, and its importance, then they will not be able to provide this facility. One Sydney hotelier had an interesting comment that may explain the mindset of some of the hoteliers at the time the questionnaires were being completed. This hotelier wrote with regards to the question of an indication of the direction of Mecca: "Don't you mean an arrow pointing to America, pilot's license required." This may be a sign of some of the anger that people felt towards Muslim people in general - blaming them for the events on September 11th.

Even though the results of the questionnaire as discussed above may indicate otherwise, the majority of Sydney hoteliers, 43.4% perceived themselves to be culturally aware, whereas 36.7% of Atlanta hoteliers perceive themselves to be culturally aware. On the other hand, a 44.9% of Atlanta hoteliers and 40.8% of Sydney hoteliers perceived themselves to be neither culturally aware nor culturally unaware. A small minority of Atlanta hoteliers, 16.3% and Sydney hoteliers, 13.1% perceived themselves to be culturally unaware.

Of the hotels that responded, a greater percentage perceived the issue of cultural awareness as important with only 18.3% of Atlanta hoteliers and 6.5% of Sydney hoteliers consider cultural awareness to be unimportant. 26.5% of Atlanta hoteliers and 31.6% of Sydney hoteliers consider cultural awareness to be neither important not unimportant, and over half the hoteliers, 53.1% in Atlanta and 59.2% in Sydney, considered cultural awareness to be important to their business. A greater percentage of Sydney hoteliers than Atlanta hoteliers considered cultural awareness to be very important.

### *5.2.2 Results summary*

The overall results indicate that the responses from the two cities are broadly similar. The respondents of the questionnaire were on average 3 star hotels with good occupancy levels of usually between 60% and 80%. There is an average room rate of between A\$101/US\$51 and A\$150/US\$100 with the hotels having an average of between 51 and 200 rooms. The hotels themselves were located in the city centre or suburb. The training and facilities that were, or were not provided by the hotels, correlated with the hoteliers view on the importance of the training and cultural awareness. The results for both hoteliers in Atlanta and Sydney indicated that whilst they judge the issue of cultural awareness and foreign language as important, neither are currently doing much to promote it within their organisations. Nor do they plan to in the future. Interestingly it should be noted that one Atlanta hotelier remarked on their questionnaire: "When in Rome, do as Romans do." This remark indicates that at least one hotelier felt that his should not have to train their staff in foreign languages and cultural awareness as hotel guests should act and speak in the same manner as the hotel staff. A view hopefully not held by many hoteliers.

5.3 Hypotheses analysis

5.3.1 Hypotheses discussion

The initial results indicated that hoteliers believe that the issue of cultural awareness is important to the hospitality industry, however the low response rate for the study may be a sign that hoteliers actually believe the issue to be of little importance.

The results (see table 3 below) reveal that the majority of Sydney hoteliers believed the issue of cultural awareness to be “important.” A significantly lower number, but nevertheless still a sizeable percentage of hoteliers believed that it was “very important.” On the other hand, in Atlanta, a larger percentage of hoteliers believed that cultural awareness was “very important,” and a slightly smaller percentage that it was “important”. So, while the majority of hoteliers in both Atlanta and Sydney consider cultural awareness to be “important,” a greater percentage of Atlanta hoteliers judge that the issue is “very important.” Furthermore, the results indicated that over a quarter of hoteliers in both Atlanta and Sydney deem the cultural awareness issue to be “neither important nor important.” In contrast, less than 10% of Sydney hoteliers, and less than 20% of Atlanta hoteliers believed that the issue was “not important.” These figures at first indicate that hypothesis one was correct, in that the majority of Sydney and Atlanta hoteliers rank the issue of cultural awareness as important, with over 54% of the hoteliers in both cities ranking it as such.

Table 3: Importance of cultural awareness

Importance of Cultural Awareness	Atlanta (%)	Sydney (%)
Very Important	28.6	17.1
Important	24.5	42.1
Neither	26.5	31.6
Not Important	16.3	2.6
Very Not Important	2.0	3.9



Further analysis of the data suggested that the grading of the hotel does in fact not impact how important the hoteliers perceive the issue of cultural awareness to be. The cross-tabulations with Atlanta and Sydney combined indicate that it is only the mid-range graded hotels, 2, 3 and 4 star properties, that consider the issue not to be important. Forty percent of hoteliers that believe cultural awareness was “not important” were 4 star properties, 37.5% 3 star properties, and 22.5% were 2 star properties. However, of the 3 star properties that responded to the questionnaire, 51.6% perceived that cultural awareness is “important”, and similarly 67.1% of the 4 star hotels held the same belief. These results are reflected in table 4 below.

Table 4: Cross-tabulation of importance versus hotel star grading

	1 Star	2 Star	3 Star	4 Star	5 Star	Total
<b>Important</b>						
% within Importance	6.7%	7.6%	43.5%	35.9%	6.4%	100.0%
% within Grading	100.0%	60%	51.6%	67.1%	83.4%	59.2%
<b>Neither</b>						
% within Importance	-	2.9%	68.6%	25.7%	2.9%	100.0%
% within Grading	-	10.0%	38.7%	23.7%	16.7%	29.2%
<b>Not Important</b>						
% within Importance	-	22.5%	37.5%	40%	-	100.0%
% within Grading	-	30%	9.7%	13.2%	-	11.6%
<b>Total</b>						
% within Importance	3.3%	8.3%	51.7%	31.7%	5.0%	100.0%
% within Grading	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

#### Directional measures

	Value
Nominal by Interval    Eta    Importance Dependent	0.249
Grading Dependent	0.064

When the results for the individual cities were compared they were very similar. Only 2, 3 and 4 star hotels in both Atlanta and Sydney rated the issue of cultural awareness as being “not important”. In Sydney, 66.7% of hoteliers that considered the issue of cultural awareness to be “not important” were 4 star properties. However, the majority of 3 and 4 star hoteliers that responded to the questionnaire,

50.0% and 63.0% respectively, believed cultural awareness to be important. Similarly 50.0% of Atlanta hoteliers that considered cultural awareness as “not important” were 3 star properties. While, 53.6% of 3 star properties and 58.3% of 4 star properties that responded to the questionnaire indicated that they believed cultural awareness is important. These results may be due to the distribution of the grades among the hoteliers that responded to the questionnaire, with the majority of the respondents being from 3 star properties (the full results for both cities are available in appendix 10 – table 20).

The significance level for Sydney and Atlanta was 0.249 as reflected in the above table. The directional measures for the cross-tabulations show that the grading of the hotel has no significant association with whether or not the hoteliers believe that the issue of cultural awareness is important.

So, while hoteliers may believe that the issue of cultural awareness is important, there is no correlation between the belief and the star grading of the hotel. The outcome of the analysis is to some extent surprising, as it was assumed that 5 star hoteliers would be the strongest believers that cultural awareness is important, as it was expected that they would be the main beneficiaries of international tourists within these cities, and are also expected to provide the highest level of service to their guests.

The data shows that of the hoteliers that did respond, the majority, 56.8% only provided their guests with between one and four of the 14 facilities indicated on the questionnaire. In addition, the data from Atlanta and Sydney combined shows that 38.4% of the hoteliers provided between 5 and 10 facilities to their guests, and less than 5% provided between 11 and 14 facilities. Thus, it is more likely that guests will encounter establishments that provide fewer facilities than more.

Of the facilities that were provided, the most popular amongst Atlanta hoteliers were voice mail telephone services, an in-house currency exchange, and multi-

lingual service staff. Amid Sydney hoteliers, the most popular facilities were an in-house currency exchange, concierge services, and multi-lingual service staff. For hoteliers in both cities the least popular facility was providing an indication of the direction of Mecca within the guest bedrooms. Only two hoteliers within all the hotels that responded providing this inexpensive facility to their Islamic guests.

The correlation for facilities and importance, when the facilities were considered individually, showed that there were some strong correlations present within both the Atlanta and Sydney data. Table 5 presents the correlation of importance and facilities in Atlanta, and table 6 presents the correlation of importance and facilities in Sydney.

Table 5: Correlation of importance and facilities in Atlanta

		C9	C6A	C6B	C6C	C6D	C6E	C6F	C6G	C6H	CGI	C6J	C6K	C6L	C6M	C6N
C9	Pearson Correlation	1.000	-.143	.053	.349	.274	.100	.193	.297	.234	.274	.396	.420	.178	.293	
	Sig. (2-tailed)		.333	.721	.015	.060	.498	.189	.040	.110	.060	.005	.003	.227	.043	
C6A	Pearson Correlation	-.143	1.000	.117	.026	.079	.073	-.047	-.007	.073	-.192	-.076	.100	.110	-.103	
	Sig. (2-tailed)	.333		.423	.857	.588	.620	.749	.962	.620	.187	.604	.493	.452	.482	
C6B	Pearson Correlation	.053	.117	1.000	.491	.340	.638	.078	.398	.392	.197	.537	.195	.428	.285	
	Sig. (2-tailed)	.721	.423		.000	.017	.000	.596	.005	.005	.176	.000	.178	.002	.047	
C6C	Pearson Correlation	.349	.026	.491	1.000	.404	.571	-.022	.340	.343	.404	.627	.366	.386	.430	
	Sig. (2-tailed)	.015	.857	.000		.004	.000	.880	.017	.016	.004	.000	.010	.006	.002	
C6D	Pearson Correlation	.274	.079	.340	.404	1.000	.428	.179	.517	.428	.258	.569	.421	.207	.138	
	Sig. (2-tailed)	.060	.588	.017	.004		.002	.218	.000	.002	.074	.000	.003	.153	.344	
C6E	Pearson Correlation	.100	.073	.638	.571	.428	1.000	-.125	.272	.183	.269	.629	.292	.484	.116	
	Sig. (2-tailed)	.498	.620	.000	.000	.002		.391	.059	.207	.061	.000	.042	.000	.427	
C6F	Pearson Correlation	.193	-.047	.078	-.022	.179	-.125	1.000	.174	.036	-.010	.086	.324	.096	.248	
	Sig. (2-tailed)	.189	.749	.596	.880	.218	.391		.233	.804	.948	.555	.023	.512	.086	
C6G	Pearson Correlation	.297	-.007	.398	.340	.517	.272	.174	1.000	.675	.517	.503	.212	.327	.172	
	Sig. (2-tailed)	.040	.962	.005	.017	.000	.059	.233		.000	.000	.000	.144	.022	.238	
C6H	Pearson Correlation	.234	.073	.392	.343	.428	.183	.036	.675	1.000	.269	.436	.292	-.043	.116	
	Sig. (2-tailed)	.110	.620	.005	.016	.002	.207	.804	.000		.061	.002	.042	.769	.427	
CGI	Pearson Correlation	.274	-.192	.197	.404	.258	.269	-.010	.517	.269	1.000	.456	.160	.207	.005	
	Sig. (2-tailed)	.060	.187	.176	.004	.074	.061	.948	.000	.061		.001	.272	.153	.971	
C6J	Pearson Correlation	.396	-.076	.537	.627	.569	.629	.086	.503	.436	.456	1.000	.465	.304	.305	
	Sig. (2-tailed)	.005	.604	.000	.000	.000	.000	.555	.000	.002	.001		.001	.034	.033	
C6K	Pearson Correlation	.420	.100	.195	.366	.421	.292	.324	.212	.292	.160	.465	1.000	.141	.241	
	Sig. (2-tailed)	.003	.493	.178	.010	.003	.042	.023	.144	.042	.272	.001		.332	.095	
C6L	Pearson Correlation	.178	.110	.428	.386	.207	.484	.096	.327	-.043	.207	.304	.141	1.000	.386	
	Sig. (2-tailed)	.227	.452	.002	.006	.153	.000	.512	.022	.769	.153	.034	.332		.006	
C6M	Pearson Correlation	.293	-.103	.285	.430	.138	.116	.248	.172	.116	.005	.305	.241	.386	1.000	
	Sig. (2-tailed)	.043	.482	.047	.002	.344	.427	.086	.238	.427	.971	.033	.095	.006		
C6N	Pearson Correlation															
	Sig. (2-tailed)															

Table 6: Correlation of importance and facilities in Sydney

		C9	C6A	C6B	C6C	C6D	C6E	C6F	C6G	C6H	CGI	C6J	C6K	C6L	C6M	C6N
C9	Pearson Correlation	1.000	.066	.137	.072	.145	.103	.092	.044	.219	.212	.183	.178	.083	-.137	.147
	Sig. (2-tailed)	.	.578	.244	.543	.216	.381	.435	.713	.061	.070	.119	.129	.481	.243	.210
C6A	Pearson Correlation	.066	1.000	.127	.099	.219	.100	.084	.067	.070	.062	.177	.285	.081	.091	.056
	Sig. (2-tailed)	.578	.	.272	.395	.058	.388	.470	.568	.551	.593	.126	.013	.488	.434	.629
C6B	Pearson Correlation	.137	.127	1.00	.230	.553	.334	.487	.487	.231	.166	.329	.461	-.088	.303	.188
	Sig. (2-tailed)	.244	.272	.	.046	.000	.003	.000	.000	.044	.152	.004	.000	.452	.008	.105
C6C	Pearson Correlation	.072	.099	.230	1.000	.322	.169	-.063	.160	.351	.401	.149	.325	.272	.092	-.095
	Sig. (2-tailed)	.543	.395	.046	.	.005	.144	.589	.167	.002	.000	.199	.004	.017	.430	.415
C6D	Pearson Correlation	.145	.219	.553	.322	1.000	.256	.284	.408	.178	.234	.322	.511	.088	.125	.144
	Sig. (2-tailed)	.216	.058	.000	.005	.	.025	.013	.000	.125	.042	.005	.000	.452	.280	.215
C6E	Pearson Correlation	.103	.100	.334	.169	.256	1.000	.282	.200	.442	.223	.447	.353	.150	.119	-.048
	Sig. (2-tailed)	.381	.388	.003	.144	.025	.	.014	.083	.000	.053	.000	.002	.197	.305	.680
C6F	Pearson Correlation	.092	.084	.487	-.063	.284	.282	1.000	.369	.125	.170	.275	.254	.064	.127	.215
	Sig. (2-tailed)	.435	.470	.000	.589	.013	.014	.	.001	.281	.143	.016	.027	.581	.273	.062
C6G	Pearson Correlation	.044	.067	.487	.160	.408	.200	.369	1.000	.281	-.009	.172	.417	.078	.144	.055
	Sig. (2-tailed)	.713	.568	.000	.167	.000	.083	.001	.	.014	.937	.138	.000	.501	.214	.639
C6H	Pearson Correlation	.219	.070	.231	.351	.178	.442	.125	.281	1.000	.239	.227	.244	-.048	-.054	-.033
	Sig. (2-tailed)	.061	.551	.044	.002	.125	.000	.281	.014	.	.038	.049	.033	.682	.644	.775
CGI	Pearson Correlation	.212	.062	.166	.401	.234	.223	.170	-.009	.239	1.000	.312	.328	.327	.135	.125
	Sig. (2-tailed)	.070	.593	.152	.000	.042	.053	.143	.937	.038	.	.006	.004	.004	.245	.282
C6J	Pearson Correlation	.183	.177	.329	.149	.322	.447	.275	.172	.227	.312	1.000	.425	.023	.254	.318
	Sig. (2-tailed)	.119	.126	.004	.199	.005	.000	.016	.138	.049	.006	.	.000	.845	.027	.005
C6K	Pearson Correlation	.178	.285	.461	.325	.511	.353	.254	.417	.244	.328	.425	1.000	.164	.104	.198
	Sig. (2-tailed)	.129	.013	.000	.004	.000	.002	.027	.000	.033	.004	.000	.	.157	.373	.086
C6L	Pearson Correlation	.083	.081	-.088	.272	.088	.150	.064	.078	-.048	.327	.023	.164	1.00	-.063	-.039
	Sig. (2-tailed)	.481	.488	.452	.017	.452	.197	.581	.501	.682	.004	.845	.157	.	.591	.740
C6M	Pearson Correlation	-.137	.091	.303	.092	.125	.119	.127	.144	-.054	.135	.254	.104	-.063	1.000	-.044
	Sig. (2-tailed)	.243	.434	.008	.430	.280	.305	.273	.214	.644	.245	.027	.373	.591	.	.708
C6N	Pearson Correlation	.147	.056	.188	-.095	.144	-.048	.215	.055	-.033	.125	.318	.198	-.039	-.044	1.000
	Sig. (2-tailed)	.210	.629	.105	.415	.215	.680	.062	.639	.775	.282	.005	.086	.740	.708	.

Where:

- C9 = Perceived importance of cultural awareness facilities provided by the hotels
- C6A = Acceptance of foreign credit cards
- C6B = In-house currency exchange
- C6C = Promotional material provided in foreign languages
- C6D = Concierge services
- C6E = Foreign language newspapers available
- C6F = Voicemail telephone message service
- C6G = International or ethnic food available in the restaurant/s
- C6H = Kosher or Halal food available in the restaurant/s
- CGI = Availability of foreign television and radio channels
- C6J = Availability of translators and language interpreters
- C6K = Multi-lingual service staff available
- C6L = Computer software available in foreign languages
- C6M = Subscription to telephone translator services
- C6N = Guest bedrooms that indicate the direction of Mecca

The first analysis of the data from Atlanta and Sydney shows that to some extent the perceived importance of the cultural awareness issue is correlated to the facilities that are provided by the hoteliers.

The data from Atlanta indicated that the strongest correlations exist between the perceived level of importance of the cultural awareness issue and the provision of promotional material in foreign languages, the provision of international or ethnic food in the restaurants, the availability of translators and language interpreters, and multi-lingual service staff. This demonstrates that hoteliers in Atlanta may believe that being culturally aware is important to the industry, and they are attempting to increase the satisfaction of their international guests by providing them with these facilities. This however, contradicts the Atlanta hoteliers' earlier statements that

they are neither actively employing bilingual staff members nor encouraging employees to gain new language skills.

The data from Sydney shows that the strongest correlations exist between the perceived level of importance of the cultural awareness issue and the provision of Kosher or Halal food in the restaurant and the availability of foreign television and radio channels. This illustrates that Sydney hoteliers who think that cultural awareness is important are more likely to provide their guests with these facilities.

The difference between the facilities provided in Atlanta and Sydney may exist due to the greater number of countries surrounding Australia that have high Islamic populations.

Table 7: Cross-tabulation of facilities versus importance

	Important	Neutral	Not Important	Total
<b>Heavy</b>				
% within Facilities	83.3%	16.7%	-	100.0%
% within Importance	7.0%	2.7%	-	4.8%
<b>Medium</b>				
% within Facilities	68.8%	22.9%	8.3%	100.0%
% within Importance	46.5%	29.7%	23.5%	38.4%
<b>Light</b>				
% within Facilities	46.5%	32.5%	18.3%	100.0%
% within Importance	46.5%	67.6%	76.5%	56.8%
<b>Total</b>				
% within Facilities	56.8%	29.6%	13.6%	100.0%
% within Importance	100.0%	100.0%	100.0%	100.0%

Directional measures

	Value
Nominal by Interval    Eta    Facilities Dependent	0.252
Importance Dependent	0.248

Table 7 above displays the results of the cross-tabulations between importance and facility provision. When the data was combined for Atlanta and Sydney, further

analysis indicated that of the hoteliers that provided a heavy level of facilities, the vast majority considered cultural awareness issue as important. However, 16.7% of hotels that provided a heavy level of facilities were neutral on the issue. Surprisingly over half of the hoteliers that provided a light level of service considered the issue of cultural awareness as important. As anticipated, over three quarters of the hoteliers that believed the issue was not important to the hospitality industry provided a light level of facilities to their guests, both domestic and international. The hoteliers that considered the issue of cultural awareness as neutral were spread somewhat evenly over the three distributions of facility provision.

The directional measure for the cross-tabulations and the chi-square test illustrate that the original analysis was accurate. The facilities dependent directional measure equalled 0.252, indicating the level of importance of cultural awareness perceived by the hoteliers impacts the level of facilities that they provide to their guests. The chi-square test further supports this, with a significance of 0.090 at a 0.10 significance level. The full results of the chi-square test of importance and facilities are shown below in table 8.

Table 8: Chi-square test of facilities and importance

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-square	8.054	4	0.090
Likelihood Ration	8.914	4	0.063
Linear by-Linear Association	7.593	1	0.006

As one of the elements that affects the grade that a hotel is awarded is the range of facilities that they provide to their guests, it is expected that the grading a hotel has achieved will affect the level of facilities that they provide to their guests. Table 9 displays the results of the cross-tabulation of the facilities that are provided and the star grading that hotel has achieved.



Table 9: Cross-tabulation of level of facilities versus hotel star grading

	1 Star	2 Star	3 Star	4 Star	5 Star	Total
<b>Heavy Usage</b>						
% within Facilities	-	-	-	66.7%	33.3%	100.0%
% within Grading	-	-	-	10.3%	33.3%	4.9%
<b>Medium Usage</b>						
% within Facilities	4.3%	4.3%	38.3%	46.8%	6.4%	100.0%
% within Grading	50.0%	18.2%	29.0%	56.4%	50.0%	38.5%
<b>Light Usage</b>						
% within Facilities	2.9%	13.0%	63.8%	18.8%	1.4%	100.0%
% within Grading	50.0%	81.8%	71.0%	33.3%	16.7%	56.6%
<b>Total</b>						
% within Facilities	3.3%	9.0%	50.8%	32.0%	4.9%	100.0%
% within Grading	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

The results demonstrate that the only hotels that provide a heavy usage of facilities for their guests are 4 and 5 star properties, with the majority of heavy usage properties being 4 star. Additionally the majority of hoteliers that provided a medium level of facility usage to their guests were also 4 star. The 3 star properties represent only a slightly smaller percentage of the properties providing a medium usage of facilities. Of the hotels that provided a light level of facilities, over half were 3 star properties and only 1.4% were 5 star properties. The results that were experienced may be explained by two factors. Firstly, the way that hotels are graded means that it is more likely that 4 and 5 star properties have a higher level of facility provision than 1 and 2 star properties. Secondly, 3 and 4 star properties may represent a greater percentage in all three distributions than 1, 2 or 5 star properties because a higher percentage of the respondents were from 3 and 4 star properties.

The cross-tabulation results analysis illustrates that there is a relationship between the level of facilities that are provided by the hotel and the grade that the hotel has achieved. However the results of the chi-square (shown below in table 10) indicate that there is no relationship.

Table 10: Chi-square test of facilities and hotel star grading

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-square	31.065	8	0.000
Likelihood Ration	29.671	8	0.000
Linear by-Linear Association	17.714	1	0.000

Overall, hypothesis two was supported as there is a positive relationship between the level of perceived importance of cultural awareness and the level of facilities that hoteliers provide to their guests. However, interestingly, the analysis indicated that the star grading that the hotel achieved did not impact on the level of facilities that were provided by hoteliers.

The analysis of the data gathered in the research that pertained to the level of training that hoteliers gave and the incentives that hoteliers provided to their staff to undergo training also provided some interesting results. The initial correlation analysis of the elements and training provision and perceived importance of cultural awareness for Atlanta and Sydney indicated that the perceived importance of the cultural awareness issue is correlated to the training that is provided by the hoteliers to their employees. The results of the correlation analysis for Atlanta are presented in table 11 and for Sydney in table 12 below.

Table 11: Correlation of importance and training provisions for Atlanta

		C9	B11A	B11B	B11C	B11D	B11E	B12	B13	B15	B15POS	B18
<b>C9</b>	Pearson Correlation	1.000	.274	.137	.167	.456	.242	.346	.005	.301	-.600	.247
	Sig. (2-tailed)		.060	.353	.257	.001	.098	.016	.970	.037	.088	.094
<b>B11A</b>	Pearson Correlation	.274	1.000	.462	.428	.330	.338	.338	.147	.119	-.060	.212
	Sig. (2-tailed)	.060		.001	.002	.020	.018	.018	.314	.414	.879	.149
<b>B11B</b>	Pearson Correlation	.137	.462	1.000	.517	.129	.3	.333	.060	.258	.094	.052
	Sig. (2-tailed)	.353	.001		.000	.377	.019	.019	.683	.073	.809	.724
<b>B11C</b>	Pearson Correlation	.167	.428	.517	1.000	.141	.304	.304	.018	.244	.286	.144
	Sig. (2-tailed)	.257	.002	.000		.332	.034	.034	.901	.092	.456	.329
<b>B11D</b>	Pearson Correlation	.456	.330	.129	.141	1.000	.258	.516	.309	.283	-.209	.253
	Sig. (2-tailed)	.001	.020	.377	.332		.073	.000	.031	.049	.589	.083
<b>B11E</b>	Pearson Correlation	.242	.338	.3	.304	.258	1.000	.333	.339	.108	.286	.246
	Sig. (2-tailed)	.098	.018	.019	.034	.073		.019	.017	.462	.456	.092
<b>B12</b>	Pearson Correlation	.346	.338	.333	.304	.516	.333	1.000	.200	.710	-.378	.052
	Sig. (2-tailed)	.016	.018	.019	.034	.000	.019		.169	.000	.316	.724
<b>B13</b>	Pearson Correlation	.005	.147	.060	.018	.309	.339	.200	1.000	-.003	.286	.139
	Sig. (2-tailed)	.970	.314	.683	.901	.031	.017	.169		.986	.456	.347
<b>B15</b>	Pearson Correlation	.301	.119	.258	.244	.283	.108	.710	-.003	1.000		-.164
	Sig. (2-tailed)	.037	.414	.073	.092	.049	.462	.000	.986			.266
<b>B15POS</b>	Pearson Correlation	-.600	-.060	.094	.286	-.209	.286	-.378	.286		1.000	
	Sig. (2-tailed)	.088	.879	.809	.456	.589	.456	.316	.456			
<b>B18</b>	Pearson Correlation	.247	.212	.052	.144	.253	.246	.052	.139	-.164		1.000
	Sig. (2-tailed)	.094	.149	.724	.329	.083	.092	.724	.347	.266		

Table 12: Correlation of importance and training provisions for Sydney

		C9	B11A	B11B	B11C	B11D	B11E	B12	B13	B15	B15POS	B18
<b>C9</b>	Pearson Correlation	1.000	.244	-.017	.073	.095	.100		.024	.197		-.001
	Sig. (2-tailed)		.037	.887	.538	.424	.398		.840	.094		.993
<b>B11A</b>	Pearson Correlation	.244	1.000	.612	.333	.184	.321		.220	.230		.281
	Sig. (2-tailed)	.037		.000	.003	.113	.005		.058	.047		.015
<b>B11B</b>	Pearson Correlation	-.017	.612	1.000	.191	.160	.143		.412	.342		.218
	Sig. (2-tailed)	.887	.000		.100	.170	.221		.000	.003		.062
<b>B11C</b>	Pearson Correlation	.073	.333	.191	1.000	.308	.342		-.098	-.065		.320
	Sig. (2-tailed)	.538	.003	.100		.007	.003		.401	.578		.006
<b>B11D</b>	Pearson Correlation	.095	.184	.160	.308	1.000	.160		-.109	-.090		.085
	Sig. (2-tailed)	.424	.113	.170	.007		.170		.353	.441		.471
<b>B11E</b>	Pearson Correlation	.100	.321	.143	.342	.160	1.000		.174	-.111		.218
	Sig. (2-tailed)	.398	.005	.221	.003	.170			.134	.344		.062
<b>B12</b>	Pearson Correlation											
	Sig. (2-tailed)											
<b>B13</b>	Pearson Correlation	.024	.220	.412	-.098	-.109	.174		1.000	.405		-.049
	Sig. (2-tailed)	.840	.058	.000	.401	.353	.134			.000		.678
<b>B15</b>	Pearson Correlation	.197	.230	.342	-.065	-.090	-.111		.405	1.000		.107
	Sig. (2-tailed)	.094	.047	.003	.578	.441	.344		.000			.365
<b>B15POS</b>	Pearson Correlation											
	Sig. (2-tailed)											
<b>B18</b>	Pearson Correlation	-.001	.281	.218	.320	.085	.218		-.049	.107		1.000
	Sig. (2-tailed)	.993	.015	.062	.006	.471	.062		.678	.365		

Where:

- C9 = Perceived importance of cultural awareness training provided by the hotels
- B11 = How employees are encouraged to train in foreign languages
  - B11A = Enhanced promotion prospects
  - B11B = Financial incentives
  - B11C = Requirement of the job
  - B11D = Free availability
  - B11E = Financial support
- B12 = Internal foreign language training program for employees
- B13 = Incentives offered for employees undertaking foreign language courses outside their place of employment
- B15 = Internal cultural awareness training program
  - B15POS = Who is eligible to take the program if one is available
- B18 = Plans to increase your training provision in languages in the next five years

The data from Atlanta indicates that the strongest correlations exists between the perceived level of importance of the cultural awareness issue and the incentives provided to employees to train in languages. In this case, the incentives were enhanced promotional prospects, financial incentives, making foreign language skills a requirement of the job, free availability, and financial support. Furthermore, perceived importance of cultural awareness was related to the provision of a foreign language-training program within the establishment, the provision of an internal cultural awareness program, and any plans to increase language-training provisions in the next five years. Though there is some level of correlation between importance of cultural awareness and training provision, there appears to be a stronger relationship between the provision of incentives to go through training and perceived importance of cultural awareness among Atlanta hoteliers.

The data for Sydney on the other hand, indicates that the strongest correlations exist between the perceived level of importance of the cultural awareness issue and the

incentive of enhanced promotional prospects for undertaking foreign language training. Also, the perceived importance of the issue is correlated to the provision of an internal cultural awareness program. Again, it appears that with Sydney hoteliers, as with Atlanta hoteliers, there is a stronger correlation with perceived importance of cultural awareness and incentives than with perceived importance of cultural awareness and actual training provisions. The data shows that if hoteliers perceive the issue of cultural awareness as important to the hospitality industry they are more likely to provide either incentives or actual training to their employees than hoteliers that believe cultural awareness is not important. Between training and incentives it is more likely that hoteliers are going to provide employees with incentives to gain the training outside their place of employment rather than providing employees with actual training themselves. This has important implications for hotel employees, and universities and colleges that offer hospitality training programmes, as will be discussed in Chapter 6.

When combined, the data for both Sydney and Atlanta showed that less than 3% of the respondents of the questionnaire provided more than 7 incentives or actual training to their employees, and over 80% of the hoteliers provided less than 3.

Table 13: Cross-tabulation of importance and training available

	7 or more	4 – 6	3 or less	Total
<b>Important</b>				
% within Importance	2.8%	21.1%	76.1%	100.0%
% within Training Available	66.7%	78.9%	52.4%	56.8%
<b>Neutral</b>				
% within Importance	2.7%	8.1%	89.2%	100.0%
% within Training Available	33.3%	15.8%	32.0%	29.6%
<b>Not Important</b>				
% within Importance	-	5.9%	94.1%	100.0%
% within Training Available	-	5.3%	15.5%	13.6%
<b>Total</b>				
% within Importance	2.4%	15.2%	82.4%	100.0%
% within Training Available	100.0%	100.0%	100.0%	100.0%

## Directional measures

	Value
Nominal by Interval Eta Importance Dependent	0.190
Training Available Dependent	0.177

The results of the cross-tabulation analysis of importance versus training available, as shown in table 13 above, demonstrates that hoteliers that did not believe the issue of cultural awareness was important, did not provide more than 7 individual incentive or training to their staff. The majority of the hoteliers that provided between 4 and 6 training opportunities/incentives to their staff, the majority perceived the issue of cultural awareness as important, as did the hoteliers that provided more than 7 training opportunities/incentives to their employees. Of the hoteliers that considered the cultural awareness issue as unimportant, over 90% provided less than 3 individual training opportunities/incentives to their staff. This high percentage is seen throughout all three levels of importance, suggesting that it does not matter how important hoteliers believe the cultural awareness issue to be, as they are not likely to provide their staff with training opportunities/incentives in or outside of their place of employment.

The directional measure with the training available (0.177) suggests that it may be accurate to conclude that hoteliers' belief in the importance of cultural awareness does not have a significant impact on the amount of training or incentives that they provide to their staff. However, the results of the chi-square analysis (see table 14 below) suggest that there is a stronger relationship between the training made available to staff and the perceived importance of cultural awareness than the initial cross-tabulation analysis indicated.

Table 14: Chi-square test of training available and importance

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-square	5.147	4	0.273
Likelihood Ratio	5.915	4	0.206
Linear by-Linear Association	3.823	1	0.051

To gain a greater understanding of the relationships at work between the variables, the training and incentives made available to the staff of the hoteliers, and how important hoteliers' perceive cultural awareness to be, further analysis was completed. The cross-tabulation by city (see table 15 below) shows that the only Sydney hoteliers that provided 7 or more training opportunities/incentives to their staff were neutral on the issue of cultural awareness. The greater majority, over 80% of the hoteliers that considered the issue as important provided less than 3 training opportunities/incentives. On the other hand, all the Atlanta hoteliers that provided 7 or more training opportunities/incentives to their staff considered the issue of cultural awareness as important.

The data for both Sydney and Atlanta indicated that the majority of the hoteliers that provide either 4 to 6, or less than 3 training opportunities/incentives consider the issue of cultural awareness as important to the hospitality industry. This result may be because the majority of the respondents of the questionnaire perceived the issue of cultural awareness as important to the hospitality industry, which in turn may be representative of the issue itself. If a greater number of hoteliers that did not perceive the issue as important had responded, it may be expected that a greater percentage of the hoteliers that provide a smaller number of training and incentive options that allow their employees to gain knowledge in foreign languages and cultural awareness would consider the issue of cultural awareness as not important.

Table 15: Cross-tabulation of importance versus training available by city

		7 or more	4 – 6	3 or less	Total
<b>Sydney</b>	<b>Important</b>				
	% within Importance	-	15.6%	84.4%	100.0%
	% within Training Available	-	87.5%	56.7%	59.2%
	<b>Neutral</b>				
	% within Importance	4.2%	4.2%	91.7%	100.0%
	% within Training Available	100.0%	12.5%	32.8%	31.6%
	<b>Not Important</b>				
	% within Importance	-	-	100.0%	100.0%
	% within Training Available	-	-	10.4%	9.2%
	<b>Total</b>				
	% within Importance	1.3%	10.5%	88.2%	100.0%
	% within Training Available	100.0%	100.0%	100.0%	100.0%
<b>Atlanta</b>	<b>Important</b>				
	% within Importance	7.7%	30.8%	61.5%	100.0%
	% within Training Available	100.0%	72.7%	44.4%	53.1%
	<b>Neutral</b>				
	% within Importance	-	15.4%	84.6%	100.0%
	% within Training Available	-	18.2%	30.6%	26.5%
	<b>Not Important</b>				
	% within Importance	-	10.0%	90.0%	100.0%
	% within Training Available	-	9.1%	25.0%	20.4%
	<b>Total</b>				
	% within Importance	4.1%	22.4%	73.5%	100.0%
	% within Training Available	100.0%	100.0%	100.0%	100.0%

Directional measure

<b>City</b>				<b>Value</b>
<b>Sydney</b>	Nominal by Interval	Eta	Importance Dependent	0.211
			Training Available Dependent	0.118
<b>Atlanta</b>	Nominal by Interval	Eta	Importance Dependent	0.290
			Training Available Dependent	0.307

The directional measures for the cross-tabulation of importance of cultural awareness and the training that is available indicate that there is a greater relationship between the variables in Atlanta than in Sydney. The result for Sydney (0.118) implies that however important cultural awareness is perceived by hoteliers to be, it does not impact significantly on the amount of training and facilities that they provide to their employees. On the other hand, the result for Atlanta (0.307)



indicates that the perceived importance of cultural awareness has a significant influence on the amount of training and incentives that hoteliers provide to their staff. This conclusion is supported by the chi-square tests as displayed in table 16 below, where the significance for the relationship for Atlanta hoteliers is 0.326 and for Sydney hoteliers it is 0.275. The results of the Sydney hoteliers may be reflected in the joint analysis to a greater degree than the Atlanta hoteliers as a greater number of Sydney hoteliers responded to the questionnaire.

Table 16: Chi-square test of importance and training available by city

City		Value	df	Asymp. Sig. (2-sided)
Sydney	Pearson Chi-square	5.122	4	0.275
	Likelihood Ration	6.131	4	0.190
	Linear by-Linear Association	0.851	1	0.356
Atlanta	Pearson Chi-square	4.646	4	0.326
	Likelihood Ration	5.540	4	0.236
	Linear by-Linear Association	4.031	1	0.045

A final analysis of the data, where the data for Sydney and Atlanta is combined, and the training and incentives that are provided by hoteliers are combined, shows that the perceived importance of the cultural awareness issue does indeed correlate with the level of training that is provided by hoteliers to their employees. The correlation analysis result of 0.402 indicates that it is a positive relationship and that the relationship is significant. Thus, the more important hoteliers perceive cultural awareness to be to the hospitality industry the more likely it is that they will provide a greater level of training or a greater number of incentives to their employees to encourage them to participate in outside training, in the areas of foreign language skills and cultural awareness.

Table 17: Correlation of importance and training

	<b>Importance</b>	<b>Training</b>
<b>Importance</b>		
Pearson Correlation	1.000	0.402
Significance (2-tailed)	0.000	0.000
<b>Training</b>		
Pearson Correlation	0.402	1.000
Significance (2-tailed)	0.000	0.000

Overall hypothesis three was supported as there is a positive relationship between the level of perceived importance of cultural awareness and the amount of training that hoteliers provide to their guests. Initial analysis shows that this relationship was not significant. However, further analysis indicates that the relationship between the two variables is stronger amongst Atlanta hoteliers than it is for Sydney hoteliers. Additional correlation analysis shows that there is a significant positive correlation between the level of training that is provided by hoteliers and their belief in regards to the importance of the issue of cultural awareness.

*5.3.2 Hypotheses summary*

The analysed data indicated that hypothesis one was accepted and hoteliers ranked the issue of cultural awareness as important to the hospitality industry. However further analysis showed that hotelier's beliefs are not affected by the grade of the property to which they are attached. This may indicate that it is the personal views of the employee member that answered the questionnaire and not the opinion held by the hotel management. Though it was requested that the general manager answer the questionnaire, it cannot be guaranteed that this is who actually did.

The analysed data on the level of facilities provided, showed that the majority of the hoteliers that responded to the questionnaire only provided a light level of facilities to their guests. The initial analysis of the Atlanta and Sydney data showed that there was a positive correlation between the perceived importance of cultural awareness and the individual facilities that hoteliers provided to their guests. Additional

analysis showed that these results were accurate. Both the chi-square tests and the directional measures from the cross-tabulations showed that the perceived importance of cultural awareness by hoteliers impacted on the level of the facilities that are provided by the hoteliers. Thus, hypothesis two can be accepted. Supplementary analysis on the data however, revealed that there is no relationship between the star grading that a hotel has achieved and the level of facilities that they provide. The early cross-tabulation results suggested that there may be a relationship between the two, but the chi-square results indicated that there is no relationship. A possible explanation for these results may be because hoteliers that perceive cultural awareness as being important were more likely to respond than those hoteliers that did not.

The analysed data regarding training indicated that the majority of hoteliers that participated in the study provided very few training opportunities/incentives options to their employees in relation to foreign language and cultural awareness training. Initial analysis showed of those hoteliers that did provide extensive training and incentives they considered the issue of cultural awareness to be important. The preliminary correlation analysis between the level of perceived importance and the individual training and incentives that hoteliers may provide to their employee showed to some extent a relationship did exist. The relationship between importance and incentives was stronger than the relationship between importance and actual training. This indicates that of those hoteliers that were willing to provide some degree of training opportunities/incentives, they are more likely to provide their employees with incentives to obtain the training external to the organisation than provide their employees with the training themselves. This has important implications for both employees, and establishments such as universities and colleges that provide hospitality management courses, as will be discussed in Chapter 6. Further analysis indicated there were significant differences between the hoteliers in Atlanta and the hoteliers in Sydney. The cross-tabulation directional measures and chi-square tests both implied that amongst the Atlanta hoteliers, there is a significant relationship between the perceived importance of cultural awareness

and the training opportunities/incentives that are available to staff. Therefore, how Atlanta hoteliers perceive cultural awareness significantly impacts on the level of training opportunities/incentives that are available to their staff. However, the data for Sydney suggests that although there is a relationship, the impact amongst Sydney hoteliers is not that significant. A final correlation analysis indicated that there is a strong relationship between the importance of cultural awareness and the training opportunities/incentives that are available to employees. Thus hypothesis three can be accepted as there is a positive correlation between the level of ascribed importance assigned by hoteliers to the cultural awareness issue and the range of culturally sensitive training that is provided to employees.

## 6.0 Discussion

### *6.1 Discussion overview*

The chapter discusses the results as related in Chapter 5 in light of the issues considered in Chapter 2, and examines how hoteliers perceived importance of the cultural awareness issue relates to their current and future success in the hospitality industry. This chapter further aims to present the major implications of the research for hoteliers; current and future hospitality employees; international tourists; and universities and colleges that conduct hospitality management courses.

### *6.2 Discussion and implications of the research*

The descriptive results of the research indicated that the average hotel that responded to the questionnaire was similar in both Atlanta and Sydney. The respondents of the questionnaire were on average a 3 star hotel with good occupancy levels of usually between 60% and 80%. There was an average room rate of between A\$101/US\$51 and A\$150/US\$100 with the hotels having an average of between 51 and 200 rooms. The hotels themselves were located in the city centre or suburb. The average hotel represents a vast majority of the hoteliers that responded, and it is the similarity of the hotels that may explain the comparable results that are seen throughout the further analysis.

The results for both hoteliers in Atlanta and Sydney indicate that while the majority of hoteliers judge the issues of cultural awareness and foreign language as important, neither are currently making a serious effort to increase the level of cultural awareness or the number of second languages spoken within their establishments, and nor do they plan to in the future. A wider range of responding hoteliers may lead to different results, which in turn would affect the results of the analysis used to explore whether there were any relationships present within the data.

The low response rate achieved may be an indication of how unimportant hoteliers perceive the issue of cultural awareness to be. As Lee and Chon (2000) identified in their study of the restaurant industry, it is possible that only those hoteliers that believe that cultural awareness will have some impact on the success of their establishment will respond. Based on this assumption it is therefore likely that the low response rate indicates that only a minority of hoteliers believe that the issue of cultural awareness is important. Of those hoteliers that did respond, a larger majority perceived cultural awareness to be important to the hospitality industry. The results of the research however, give a possible indication of the relationships that may be present between the perceived importance of cultural awareness and the training and facilities that are provided by hoteliers.

The literature is very explicit in its belief that hoteliers need to be aware of their current and potential guests' needs and expectations, as these need to be met in order for the guest to be satisfied with the service that they have received (Armstrong et al, 1997, Zeithaml et al, 1988, 1993). If these needs are not understood, and therefore not met, it is unlikely that a dissatisfied guest will choose to return to the establishment (Chen and Gursay, 2001; Fick and Ritchie, 1991). As with Niininen et al (2000), the results indicate that few hoteliers conduct market research into what their guests need or expect, and it is therefore unlikely that they will be able to satisfy the needs and expectations of the guests as required.

In order to communicate successfully in the growing global business environment, the literature is united in its belief that successful communication can only be achieved when the communicators are culturally aware (Kale and Barnes, 1992; Varner and Beamer, 1995). Poor communication will often lead to poor service as staff are unable to understand the cultural differences that exist, and therefore unable to meet the needs and expectations of their guests (Ive, 2000; Lee and Chon, 2000). As with the previous study (Niininen et al, 2000) the results of the current research indicate that hotels are not investing time and money training their staff in

cultural awareness or foreign language training, and therefore it is unlikely that staff are able to communicate efficiently with guests, and thus unable to meet their needs and expectations.

The results also showed that the majority of establishments in both Atlanta and Sydney are only providing limited culturally friendly facilities to their international guests. The literature states that individuals from different cultures require the use of different facilities (Gilly and Schau, 1997), some of which can be provided at a marginal cost, but may have a great impact on guest satisfaction (Niininen et al, 2000). Through hoteliers' lack of understanding of the importance of cultural awareness, international tourists are not guaranteed to be provided with the facilities that they may require during the course of their stay.

The results further indicate that if the proposed theoretical framework is accurate, the hospitality industries in Atlanta and Sydney are not doing enough to satisfy their guests. The framework suggests that is the perceived importance of cultural awareness which affects the training that hoteliers provide to their employees and the facilities that they provide to their guests. This in turn affects the satisfaction of their guests. Thus, the less effort hoteliers make to ensure their employees are culturally aware, the less satisfied guests are likely to be, and therefore the less likely that guests will return (Laurie, 1998; Lee and Chon, 2000; Niininen et al, 2000; Nishiyama, 1996).

The results also showed that the star grading the hotel had achieved did not impact in how important hoteliers perceived cultural awareness to be. Thus, guests are not able to assume that by staying at a hotel with a high star grading they will encounter culturally aware staff and be provided with culturally friendly facilities.

The main implication of these findings for hoteliers is that even though they may consider the issue of cultural awareness as important to the hospitality industry as a whole, many are not currently applying this belief directly to their establishments.

This was indicated by the majority of hoteliers who do not provide cultural awareness or foreign language training to their employees, and only provide limited culturally friendly facilities to their international guests. Although these hoteliers may not currently be feeling the economical affects of their lack of commitment to these issues, if international tourism continues to grow as it has in the past, establishments which do not invest in cultural awareness and foreign language training, and culturally friendly facilities, may find themselves losing both repeat customers and potential new customers, and in turn, revenue.

The research indicated that hoteliers in both Atlanta and Sydney identified that attitude, appearance, communication skills, and the ability to do the job were important when recruiting front-of-house staff. Although foreign language skill was considered the least important factor when recruiting staff, the majority of hoteliers agreed that the ability to communicate in a guest's language gives the hotel a competitive edge. Thus, if two candidates apply for a position with relatively the same experience, abilities, skills and appearance, but one is able to use a relevant foreign language, then it is likely that the candidate with the foreign language will be chosen over the other candidate.

The research further suggests that in the future, hospitality industry employees are more likely to be encouraged to attending training outside their place of employment than receive cultural awareness or foreign language training within the hotel that they work for in order to make advancements within the industry. Although this could mean that these employees may have to spend their own time and money learning a foreign language or on cultural awareness training than employees from other industries, this knowledge is likely to benefit them in the workplace, and thus make them more invaluable to the establishment in which they work.



Thus, the implication for the current and future hospitality industry is that it may be necessary for employees to undertake the training that may become required outside of their place of employment, possibly without incentives from their employers.

The findings of the research also have implications for universities and colleges that provide hospitality management courses. The data collected showed that hoteliers believed that employing staff who are able to communicate effectively and are culturally aware provides hotels with a significant competitive edge. However, upon further analysis, the data conversely showed that hoteliers are providing none or only limited training to their employees in these areas. Regardless of this, the majority of hoteliers agreed that universities and colleges should provide increased training in the areas of foreign language and cultural awareness.

If the research can be verified using a larger sample size, then it is possible that universities and colleges may have to re-evaluate their hospitality management training programmes in order to make their graduates employable. This may become a pertinent issue if hoteliers who believe that cultural awareness is an important issue to the hospitality industry not only increase in number, but actually apply this belief to their own establishments. This will possibly be further compounded if the hospitality industry revenue from international tourism continues to increase as it has in the past.

### ***6.3 Summary***

The results gathered throughout the research indicate that neither Atlanta nor Sydney hoteliers are making enough effort to ensure they are culturally aware. Even though the hoteliers judge the issue to be important they are not applying the basic principles discussed throughout the literature to their own establishments. In addition, the low response rate achieved may be an indication of how unimportant many hoteliers perceive the issue of cultural awareness to be.

The results show that few hoteliers conduct market research into what their guests need or expect, they are not investing time and money training their staff in cultural awareness or foreign languages, and they are only providing limited culturally friendly facilities to their guests. Therefore, it is unlikely that they will be able to satisfy their guests' needs and expectations, which will possibly lead to dissatisfied guests and lower revenue. This is particularly true if the proposed theoretical framework is accurate, as guest satisfaction is influenced by these variables.

The main implication of these findings for hoteliers is that even though they may consider the issue of cultural awareness as important to the hospitality industry as a whole, many are not currently applying this belief directly to their establishments, and this may ultimately lead to dissatisfied guests and in the long-term lower revenue levels.

An implication for current and prospective hospitality employees is that in the near future they may find that it is necessary to undertake training in cultural awareness and foreign languages, possibly outside of their place of employment, and possibly without incentives from their employers, in order to advance within the industry.

In light of these findings, and with more in-depth future studies, universities and colleges may have to re-evaluate the modules that they provide within their hospitality courses, and consider at providing some degree of cultural awareness training and/or foreign language training to ensure that there graduates are able to succeed in today's increasingly global business environment.

The most relevant implication for international tourists is that no matter which establishment they choose, no matter what star grading the establishment has achieved, they may have access to the facilities that they require, nor the service that they expect.

These issues may become more momentous to those within the hospitality industry if international tourism continues to increase as it has done in the past, and their revenue starts to rely increasingly on international tourists travelling.

## 7.0 Conclusion

### *7.1 Conclusion overview*

This chapter consider the limitations that were present in this research study. Additionally, it will also examine how and if these limitations could be avoided in any future research. This chapter will also address areas for possible further research that have been revealed though this study. Finally, a conclusion to the overall research question will be offered.

### *7.2 Limitations of the research*

There were several limitations to this study that became evident throughout the course of the research. One of the major limitations was the small sample size, which limited the generalisability of the results that were produced through the research. One possible reason for the sample size could be because of the small sample population that was used within the research, which meant that due to the low response rate the sample size became smaller than anticipated. To combat this in future research, a research location with a greater sample population could be chosen. This may be achieved by selecting a city with a larger number of hotels or carrying out the research in several locations. Alternatively, a different population frame could be used. For example, instead of using the rated hotel guides, such as the RAC guide, the telephone book could be used to identify the sample. Possibly the leading contributing factor with regards to the small sample size was the low response rate from the hotels to the questionnaires. This could potentially be attributed to the possible belief amongst some hoteliers that cultural awareness is not an important issue within the hospitality industry, and the limited time scale that was allotted for the study to be completed. To minimise this problem in the future, researchers could highlight the relevance of cultural awareness to the success of hospitality establishments in this global age, send a second follow up letter, provide incentives, or allow more time for hoteliers to complete the questionnaire.

A second limitation of the research was the timing of the study as the questionnaires were sent out less than two months after the terrorist attacks in the USA on September 11th. While this may not have had a major impact on a hotelier's response to the questionnaires, it may have effected their answers. For example, questions related to the growth of international tourism may have been answered differently if the questionnaires had gone out prior to September 11th. Unfortunately, this limitation arose from an unforeseen event, and is highly unlikely to be replicated in further research. In the future, it is probable that hoteliers may answer these questions differently.

### ***7.3 Areas for possible further research***

The research was able to conclude that hoteliers felt that the issue of cultural awareness is important to the hospitality industry. However, the research further concluded that hoteliers appear to making little effort to train their staff in cultural awareness and provide facilities for their international guests. These issues lead to several questions which could be addressed in further research. A possible fundamental key question which was not dealt with is the guests' views on the cultural awareness issue, and the efforts that hotels make to be culturally aware. Another possible area of research would be to further examine the other relationships in the proposed theoretical framework model (discussed in chapter 3), and to see whether these relationships actually exist or not.

### ***7.4 Conclusion***

This study aimed to look at the importance of cultural awareness to the hospitality industry and the industry's response to this issue. The research set out three hypotheses based on one main research question. The research question was postulated as follows: what guest services are Sydney and Atlanta hoteliers providing to meet the needs of guests from different cultural backgrounds?

Hypothesis one stated: hoteliers will rank the issue of cultural awareness as being very important, and positively correlated to the star grading of the hotel. Hypothesis two stated: there will be a positive correlation between the level of ascribed importance assigned by hoteliers to the cultural awareness issue, and the type and range of facilities provided for guests. Hypothesis three stated: there will be a positive correlation between the level of ascribed importance assigned by hoteliers to the cultural awareness issue and the range of culturally sensitive training provided to employees.

The research was carried out using a descriptive qualitative research design. A cross-sectional time frame was used primarily due to the time and budget restrictions of the research. The research itself was conducted within the hotel population in Atlanta, United States of America and in Sydney, Australia. The research was completed through the use of a mail-questionnaire that resulted in a small sample size and a low response rate. The average hotel that responded to the questionnaires were three star properties located in the city centre or suburbs. They had an average of one hundred rooms with an average occupancy rate of between 60% and 80% over the previous twelve months. The data was analysed using the Statistics Package for the Social Sciences (SPSS) version 10.0 for Windows. The analysis of the data was completed using frequency distribution and percentages, cross-tabulations, chi-square tests, and correlations.

The analysed data indicated that the first part of hypothesis one was accepted and the Atlanta and Sydney hoteliers ranked the issue of cultural awareness as important to the hospitality industry. However, further analysis highlights that hotelier's beliefs are not affected by the grade of the property to which they are attached. Therefore, the second part of hypothesis one was rejected.

The analysed data illustrated that even though the majority of hoteliers provided less than four of the twenty listed facilities to their guests. There was however a positive

relationship between the perceived importance of cultural awareness by hoteliers and the level of the facilities that are provided by them. Therefore, hypothesis two can be accepted.

It should be further noted that the data revealed that there is no relationship between the star grading that a hotel has achieved and the level of facilities that they provide.

The third hypothesis related to the training and/or incentives that hoteliers provided to their staff in the area of foreign language or cultural awareness training. Initial analysis showed that the majority of hoteliers provided limited training or incentives to their employees. The correlation between perceived importance of cultural awareness and the various incentives provided was stronger than between perceived importance and actual training. Further analysis indicated that the perceived importance of cultural awareness had a greater impact on training/incentives for Atlanta hoteliers than with Sydney hoteliers. A final correlation analysis indicated that there is a strong relationship between importance of cultural awareness and the training/incentives that are available to employees. Consequently, hypothesis three can therefore be accepted as there is a positive correlation between the level of ascribed importance assigned by hoteliers to the cultural awareness issue and the range of culturally sensitive training that is provided to employees.

Thus, the study found that whilst hoteliers believe the issue of cultural awareness is important, the training they have available, and the facilities they provide to their guests do not reflect this. This has major implications for the universities and colleges that provide hospitality management courses, in that these institutions need to reassess the modules they are offering their students who are about to enter this increasingly international hospitality industry.

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## Appendix One: Original Questionnaire

### SURVEY OF UK HOTEL STRATEGIES FOR INTERNATIONAL TOURISM

Please answer the following questions by putting a tick in the correct box. If the answer requires a number, place the appropriate number on the line.

**Thank you for your help**

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#### **PART A: About your business from overseas visitors.**

1. Which countries generate the greatest number of foreign visitors for your hotel?

(Please state)

i. \_\_\_\_\_

ii. \_\_\_\_\_

iii. \_\_\_\_\_

2. In your opinion, what is their primary purpose for visiting your hotel?

Business ☐

Tourism ☐

Visiting friends/relatives ☐

3. Do you feel that there will be an increase of business from foreign visitors for your hotel in the future?

Yes ☐

No ☐

4. If yes, why?

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5. Which countries will generate the greatest increase in foreign visitors to your hotel?

i. \_\_\_\_\_

ii. \_\_\_\_\_

iii. \_\_\_\_\_

6. Do you promote your hotel abroad?

Yes ☐ No ☐

7. If yes, which countries do you target?

i. \_\_\_\_\_

ii. \_\_\_\_\_

iii. \_\_\_\_\_

8. How is your hotel promoted to foreign guests?

i. \_\_\_\_\_

ii. \_\_\_\_\_

iii. \_\_\_\_\_

## PART B: About your employees

1. How many full-time staff members does your hotel have?

25 or under ☐ 26 – 50 ☐ 51 – 100 ☐

101 – 200 ☐ Over 200 ☐

2. Does your hotel recruit employees from outside the UK?

Yes ☐ No ☐

3. Does your hotel recruit employees from outside the EU (employees who need work permits for employment within the UK)?

Yes ☐ No ☐

4. Which percentage of your employees are classified as

i. UK Nationals \_\_\_\_\_

ii. EU Nationals \_\_\_\_\_

iii. Nationalities outside the EU \_\_\_\_\_

5. Do you carry out market research to assess the type of foreign language skills required by your staff?

Yes ☐ No ☐

6. Does your hotel require any members of staff to be bilingual?

Yes ☐ No ☐

If yes, please state the language(s)

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What is their position in the hotel?

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7. Which of the following factors are most important for your hotel when recruiting front-of-house staff?

Rate on a scale 1 –5 (1 = most important, 5 = least important)

Ability to do the job \_\_\_\_\_

Attitude \_\_\_\_\_

Previous experience \_\_\_\_\_

Communication skills \_\_\_\_\_

Personal appearance \_\_\_\_\_

Foreign language skills \_\_\_\_\_

Social skills \_\_\_\_\_

Other \_\_\_\_\_

8. How many foreign languages other than English does your front-of-house staff currently speak?

(Please circle)

1

2

3

4

5

over 5

9. Which foreign language training is **most** frequently used by your employees?

At the front desk \_\_\_\_\_

At Concierge \_\_\_\_\_

In Housekeeping \_\_\_\_\_

In Beverage Outlets \_\_\_\_\_

In Food Outlets \_\_\_\_\_

Others \_\_\_\_\_

10. For the language **most** frequently used by your employees, what level of fluency do you feel is required? Rate on a scale of 1 – 3 (1 = fluent, 2 = intermediate, 3 = basic)

At the front desk \_\_\_\_\_

At Concierge \_\_\_\_\_

In Housekeeping \_\_\_\_\_

In Beverage Outlets \_\_\_\_\_

In Food Outlets \_\_\_\_\_

Others \_\_\_\_\_

11. How are employees encouraged to train in languages?

Enhanced promotion prospects      Yes ☐      No ☐

Financial incentives      Yes ☐      No ☐

Requirement of the job      Yes ☐      No ☐

Free availability      Yes ☐      No ☐

Financial support      Yes ☐      No ☐

12. Does your hotel have a foreign language training programme for employees?

Yes ☐      No ☐

13. Does your hotel offer any incentives for employees undertaking foreign language courses outside their place of employment

Yes ☐ No ☐

14. Do you think your front-of-house staff who have contact with foreign visitors have an adequate understanding of the following:

Appropriate cultural and social behaviour	Yes <input type="checkbox"/>	No <input type="checkbox"/>
Business norms and behaviour	Yes <input type="checkbox"/>	No <input type="checkbox"/>

15. Does your hotel have an in-house cultural awareness training programme?

Yes ☐ No ☐

If yes, which employees is it open to?

Front-of-house	<input type="checkbox"/>	Back-of-house	<input type="checkbox"/>	<input type="checkbox"/>
Management	<input type="checkbox"/>			
Supervisory		Other(please state)	_____	

16. Does your hotel have a language policy?

Yes ☐ No ☐

17. Please rank the following statements according to their importance for your hotel. Rate on a scale 1 –5 (1 = strongly agree, 5 = strongly disagree)

International guests represent a growth market for our hotel \_\_\_\_\_

The ability to communicate in our guests' language gives the hotel a competitive edge \_\_\_\_\_

The current hospitality training programmes in colleges and universities should include more language training \_\_\_\_\_



The current hospitality training programmes in colleges and universities should include more cultural awareness training \_\_\_\_\_

Hotels should provide incentives for language training for their employees \_\_\_\_\_

Hotels should provide incentives for cultural awareness for their employees \_\_\_\_\_

Foreign language training skills should become a prerequisite for recruiting hotel guest service employees \_\_\_\_\_

18. Have you plans to increase your training provision in languages in the next five years?

Yes ☐      No ☐

If yes, please specify in what way:

**PART C:    About your hotel**

1. How would you best describe the location of your hotel?

(Please circle)

City Centre              Town              Suburb              Country              Port

Other (please specify) \_\_\_\_\_

2. How many guest bedrooms does your hotel have?

(Please circle)

1-25              26-50              51-100              101-200              200+

3. How is your hotel graded?

(Please circle)

1\*

2\*

3\*

4\*

5\*

4. Which organisation(s) have graded your hotel?

National Tourist Board ☐

AA ☐

RAC ☐

5. What is your average daily room rate?

Up to £25 ☐

£26-£50 ☐

£51-£100 ☐

Over £100 ☐

6. Which of the following facilities does your hotel offer to its guests?

Acceptance of foreign credit cards

In-house currency exchange

Promotional materials in foreign languages

Concierge services

Foreign language newspapers available

Voice mail telephone message service

International or ethnic food served in the restaurant

Kosher or halal food available in restaurants

Availability of foreign television and radio channels

Availability of translators and language interpreters

Multi lingual service staff

Computer software in foreign languages

Subscription to telephone translator services

Guest bedrooms that indicate the direction of Mecca

7. What was your average room occupancy in the last twelve months?

(please circle)

10-20%

20-40%

40-60%

60-80%

80-100%

## Appendix Two: Atlanta Questionnaire

### SURVEY OF ATLANTA HOTEL STRATEGIES FOR INTERNATIONAL TOURISM

Please answer the following questions by putting a tick in the correct box. If the answer requires a number, place the appropriate number on the line.

**Thank you for your help**

---

#### **PART A: About your business from overseas visitors.**

1. Which countries generate the greatest number of foreign visitors for your hotel?

(Please state)

i. \_\_\_\_\_

ii. \_\_\_\_\_

iii. \_\_\_\_\_

2. In your opinion, what is their primary purpose for visiting your hotel?

Business ☐

Tourism ☐

Visiting friends / relatives

☐

3. Do you feel that there will be an increase of business from foreign visitors for your hotel in the future?

Yes ☐

No ☐

4. If yes, why?

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---

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5. Which countries will generate the greatest increase in foreign visitors to your hotel?

i. \_\_\_\_\_

ii. \_\_\_\_\_

iii. \_\_\_\_\_

6. Do you promote your hotel abroad?

Yes ☐ No ☐

7. If yes, which countries do you target?

i. \_\_\_\_\_

ii. \_\_\_\_\_

iii. \_\_\_\_\_

8. How is your hotel promoted to foreign guests?

i. \_\_\_\_\_

ii. \_\_\_\_\_

iii. \_\_\_\_\_

## **PART B: About your employees**

1. How many full-time staff members does your hotel have?

25 or under ☐ 26 – 50 ☐ 51 – 100 ☐

101 – 200 ☐ Over 200 ☐

2. Does your hotel recruit employees from outside America?

Yes ☐ No ☐

3. Does your hotel recruit employees from outside America who require work permits to work in America?

Yes ☐ No ☐

4. Which percentage of your employees are classified as

a. American \_\_\_\_\_

b. Nationalities other than American \_\_\_\_\_

5. Do you carry out market research to assess the type of foreign language skills required by your staff?

Yes ☐ No ☐

6. Does your hotel require any members of staff to be bilingual?

Yes ☐ No ☐

If yes, please state the language(s)

---

What is their position in the hotel?

---

7. Which of the following factors are most important for your hotel when recruiting front-of-house staff?

Rate on a scale 1 –5 (1 = most important, 5 = least important)

Ability to do the job \_\_\_\_\_

Attitude \_\_\_\_\_

Previous experience \_\_\_\_\_

Communication skills \_\_\_\_\_

Personal appearance \_\_\_\_\_

Foreign language skills \_\_\_\_\_

Social skills \_\_\_\_\_

Other \_\_\_\_\_

8. How many foreign languages other than English does your front-of-house staff currently speak?

(Please circle)

1                      2                      3                      4                      5                      over 5

9. Which foreign language training is **most** frequently used by your employees?

At the front desk \_\_\_\_\_

At Concierge \_\_\_\_\_

In Housekeeping \_\_\_\_\_

In Beverage Outlets \_\_\_\_\_

In Food Outlets \_\_\_\_\_

Others \_\_\_\_\_

10. For the language **most** frequently used by your employees, what level of fluency do you feel is required? Rate on a scale of 1 – 3 (1 = fluent, 2 = intermediate, 3 = basic)

At the front desk \_\_\_\_\_

At Concierge \_\_\_\_\_

In Housekeeping \_\_\_\_\_

In Beverage Outlets \_\_\_\_\_

In Food Outlets \_\_\_\_\_

Others \_\_\_\_\_

11. How are employees encouraged to train in languages?

Enhanced promotion prospects	Yes <input type="checkbox"/>	No <input type="checkbox"/>
Financial incentives	Yes <input type="checkbox"/>	No <input type="checkbox"/>
Requirement of the job	Yes <input type="checkbox"/>	No <input type="checkbox"/>
Free availability	Yes <input type="checkbox"/>	No <input type="checkbox"/>
Financial support	Yes <input type="checkbox"/>	No <input type="checkbox"/>

12. Does your hotel have a foreign language training programme for employees?

Yes ☐ No ☐

13. Does your hotel offer any incentives for employees undertaking foreign language courses outside their place of employment?

Yes ☐ No ☐

14. Do you think your front-of-house staff who have contact with foreign visitors have an adequate understanding of the following:

Appropriate cultural and social behaviour	Yes <input type="checkbox"/>	No <input type="checkbox"/>
Business norms and behaviour	Yes <input type="checkbox"/>	No <input type="checkbox"/>

15. Does your hotel have an in-house cultural awareness training programme?

Yes ☐ No ☐

If yes, which employees is it open to?

Front-of-house	<input type="checkbox"/>	Back-of-house	<input type="checkbox"/>	<input type="checkbox"/>
Management	<input type="checkbox"/>			
Supervisory		Other(please state)	_____	

16. Does your hotel have a language policy?

Yes ☐ No ☐

17. Please rank the following statements according to their importance for your hotel. Rate on a scale 1 –5 (1 = strongly agree, 5 = strongly disagree)

International guests represent a growth market for our hotel \_\_\_\_\_

The ability to communicate in our guests' language gives the hotel a competitive edge \_\_\_\_\_

The current hospitality training programmes in colleges and universities should include more language training \_\_\_\_\_

The current hospitality training programmes in colleges and universities should include more cultural awareness training \_\_\_\_\_

Hotels should provide incentives for language training for  
their employees \_\_\_\_\_

Hotels should provide incentives for cultural awareness for  
their employees \_\_\_\_\_

Foreign language training skills should become a prerequisite  
for recruiting hotel guest service employees \_\_\_\_\_

18. Have you plans to increase your training provision in languages in  
the next five years

Yes ☐ No ☐

If yes, please specify in what way:

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---

### **PART C: About your hotel**

1. How would you best describe the location of your hotel?

(Please circle)

City Centre      Town      Suburb      Country      Port

Other (please specify) \_\_\_\_\_

2. How many guest bedrooms does your hotel have?

(Please circle)

1-25      26-50      51-100      101-200      200+

3. How is your hotel graded?

(Please circle)



1\*

2\*

3\*

4\*

5\*

4. Which organisation(s) have graded your hotel?

National Tourist Board ☐ AA ☐ RAC ☐

5. What is your average daily room rate?

Up to \$25 ☐ \$26-\$50 ☐ \$51-£100 ☐ Over \$100 ☐

6. Which of the following facilities does your hotel offer to its guests?

(Please circle)

Acceptance of foreign credit cards

In-house currency exchange

Promotional materials in foreign languages

Concierge services

Foreign language newspapers available

Voice mail telephone message service

International or ethnic food served in the restaurant

Kosher or halal food available in restaurants

Availability of foreign television and radio channels

Availability of translators and language interpreters

Multi lingual service staff

Computer software in foreign languages

Subscription to telephone translator services

Guest bedrooms that indicate the direction of Mecca

7. What was your average room occupancy in the last twelve months?

(please circle)

10-20%      20-40%      40-60%      60-80%      80-100%

8. How culturally aware do you perceive your hotel to be? Please rate from 1 – 5 (1 = Very culturally aware, 5 = culturally unaware)

- 
9. How important do you perceive cultural awareness to be? Please rate from 1 – 5 (1 = Very Important, 5 = Not important)
- 

**Thank-you for taking the time to complete this questionnaire, your help is very much appreciated.**

## Appendix Three: Sydney Questionnaire

### SURVEY OF SYDNEY HOTEL STRATEGIES FOR INTERNATIONAL TOURISM

Please answer the following questions by putting a tick in the correct box. If the answer requires a number, place the appropriate number on the line.

**Thank you for your help**

---

#### **PART A: About your business from overseas visitors.**

1. Which countries generate the greatest number of foreign visitors for your hotel?

(Please state)

i. \_\_\_\_\_

ii. \_\_\_\_\_

iii. \_\_\_\_\_

2. In your opinion, what is their primary purpose for visiting your hotel?

Business ☐

Tourism ☐

Visiting friends / relatives ☐

3. Do you feel that there will be an increase of business from foreign visitors for your hotel in the future?

Yes ☐

No ☐

4. If yes, why?

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5. Which countries will generate the greatest increase in foreign visitors to your hotel?

i. \_\_\_\_\_

ii. \_\_\_\_\_

iii. \_\_\_\_\_

6. Do you promote your hotel abroad?

Yes ☐

No ☐

7. If yes, which countries do you target?

i. \_\_\_\_\_

ii. \_\_\_\_\_

iii. \_\_\_\_\_

8. How is your hotel promoted to foreign guests?

i. \_\_\_\_\_

ii. \_\_\_\_\_

iii. \_\_\_\_\_

## PART B: About your employees

1. How many full-time staff members does your hotel have?

25 or under ☐

26 – 50 ☐

51 – 100 ☐

101 – 200 ☐

Over 200 ☐

2. Does your hotel recruit employees from outside the Australia?

Yes ☐

No ☐

3. Does your hotel recruit employees from outside Australia who require work permits to work in Australia?

Yes ☐

No ☐

4. Which percentage of your employees are classified as
- a. Australian \_\_\_\_\_
  - b. Nationalities other than Australian \_\_\_\_\_
5. Do you carry out market research to assess the type of foreign language skills required by your staff?
- Yes ☐ No ☐
6. Does your hotel require any members of staff to be bilingual?
- Yes ☐ No ☐

If yes, please state the language(s)

---

What is their position in the hotel?

---

7. Which of the following factors are most important for your hotel when recruiting front-of-house staff?

Rate on a scale 1 –5 (1 = most important, 5 = least important)

Ability to do the job \_\_\_\_\_

Attitude \_\_\_\_\_

Previous experience \_\_\_\_\_

Communication skills \_\_\_\_\_

Personal appearance \_\_\_\_\_

Foreign language skills \_\_\_\_\_

Social skills \_\_\_\_\_

Other \_\_\_\_\_

8. How many foreign languages other than English does your front-of-house staff currently speak?

(Please circle)

1                      2                      3                      4                      5                      over 5

9. Which foreign language training is **most** frequently used by your employees?

At the front desk \_\_\_\_\_

At Concierge \_\_\_\_\_

In Housekeeping \_\_\_\_\_

In Beverage Outlets \_\_\_\_\_

In Food Outlets \_\_\_\_\_

Others \_\_\_\_\_

10. For the language **most** frequently used by your employees, what level of fluency do you feel is required? Rate on a scale of 1 – 3 (1 = fluent, 2 = intermediate, 3 = basic)

At the front desk \_\_\_\_\_

At Concierge \_\_\_\_\_

In Housekeeping \_\_\_\_\_

In Beverage Outlets \_\_\_\_\_

In Food Outlets \_\_\_\_\_

Others \_\_\_\_\_

11. How are employees encouraged to train in languages?

Enhanced promotion prospects                      Yes ☐                      No ☐

Financial incentives                      Yes ☐                      No ☐

Requirement of the job                      Yes ☐                      No ☐

Free availability                      Yes ☐                      No ☐

Financial support                      Yes ☐                      No ☐

12. Does your hotel have a foreign language training programme for employees?

Yes ☐ No ☐

13. Does your hotel offer any incentives for employees undertaking foreign language courses outside their place of employment?

Yes ☐ No ☐

14. Do you think your front-of-house staff who have contact with foreign visitors have an adequate understanding of the following:

Appropriate cultural and social behaviour	Yes <input type="checkbox"/>	No <input type="checkbox"/>
Business norms and behaviour	Yes <input type="checkbox"/>	No <input type="checkbox"/>

15. Does your hotel have an in-house cultural awareness training programme?

Yes ☐ No ☐

If yes, which employees is it open to?

Front-of-house	<input type="checkbox"/>	Back-of-house	<input type="checkbox"/>	<input type="checkbox"/>
Management	<input type="checkbox"/>			
Supervisory		Other (please state)	_____	

16. Does your hotel have a language policy?

Yes ☐ No ☐

17. Please rank the following statements according to their importance for your hotel. Rate on a scale 1 –5 (1 = strongly agree, 5 = strongly disagree)

International guests represent a growth market for our hotel \_\_\_\_\_

The ability to communicate in our guests' language gives the hotel a competitive edge \_\_\_\_\_

The current hospitality training programmes in colleges and universities should include more language training \_\_\_\_\_

The current hospitality training programmes in colleges and universities should include more cultural awareness training \_\_\_\_\_

Hotels should provide incentives for language training for their employees \_\_\_\_\_

Hotels should provide incentives for cultural awareness for their employees \_\_\_\_\_

Foreign language training skills should become a prerequisite for recruiting hotel guest service employees \_\_\_\_\_

18. Have you plans to increase your training provision in languages in the next five years  
Yes ☐      No ☐

If yes, please specify in what way:  
\_\_\_\_\_  
\_\_\_\_\_

**PART C:    About your hotel**

1. How would you best describe the location of your hotel?  
(Please circle)  
City Centre              Town              Suburb              Country              Port  
Other (please specify) \_\_\_\_\_

2. How many guest bedrooms does your hotel have?



(Please circle)

1-25

26-50

51-100

101-200

200+

3. How is your hotel graded?

(Please circle)

1\*

2\*

3\*

4\*

5\*

4. Which organisation(s) have graded your hotel?

National Tourist Board ☐

AA ☐

RAC ☐

5. What is your average daily room rate?

Up to\$50 ☐

\$51-\$100 ☐

\$101-\$150 ☐

Over \$150 ☐

6. Which of the following facilities does your hotel offer to its guests?

(Please circle)

Acceptance of foreign credit cards

In-house currency exchange

Promotional materials in foreign languages

Concierge services

Foreign language newspapers available

Voice mail telephone message service

International or ethnic food served in the restaurant

Kosher or halal food available in restaurants

Availability of foreign television and radio channels

Availability of translators and language interpreters

Multi lingual service staff

Computer software in foreign languages

Subscription to telephone translator services

Guest bedrooms that indicate the direction of Mecca

7. What was your average room occupancy in the last twelve months?

(please circle)

10-20%      20-40%      40-60%      60-80%      80-100%

8. How culturally aware do you perceive your hotel to be? Please rate from 1 – 5 (1 = Very culturally aware, 5 = culturally unaware)

\_\_\_\_\_

9. How important do you perceive cultural awareness to be? Please rate from 1 – 5 (1 = Very Important, 5 = Not important)

\_\_\_\_\_

**Thank-you for taking the time to complete this questionnaire, your help is very much appreciated.**

## Appendix Four: Cover Letter

To: The General Manager

From: Danielle Lacey  
C/o Martin O'Neill  
Edith Cowan University  
Business and Public Management  
100 Joondalup Drive  
Joondalup  
WA 6027

Date: 1<sup>st</sup> November 2001

To The General Manager,

I am a student at Edith Cowan University, and am currently completing research for my Masters of Business in Marketing. The research that I am conducting is in the area of cultural awareness in the hotel industry. In order to complete my research I would appreciate it if you could take the time to complete the enclosed questionnaire, which is designed to assess the level of cultural awareness within your property. If you could have it returned to me by the 30<sup>th</sup> of November 2001, however, I would be extremely grateful.

Please be assured that the results from this research are highly confidential and that your anonymity is assured throughout.

I thank-you in anticipation of your help. If you have any questions do not hesitate to contact me at the above address, or via the e-mail at [REDACTED] Or you can contact my supervisor, Dr. Martin O'Neill at 08-94005472, or e-mail him at [m.o-neill@ecu.edu.au](mailto:m.o-neill@ecu.edu.au).

Thanks and Regards

Danielle Lacey

## Appendix Five: Declaration

### **PLEASE READ BEFORE COMPLETING THE QUESTIONNAIRE**

#### **Statement of Disclosure**

This research seeks to address the issue of the importance of cultural awareness to the broad hospitality industry, and its response to this issue. The World Tourism Organisation (2000) has identified tourism as a significant economic growth area, and expects it to grow up to 8% annually until the year 2010. Whilst predictions for the Australian and US tourism sectors are somewhat more conservative over the projected timeframe, this sector is still recognised as being a significant economic generator within both countries. Whilst the larger proportion of tourism activity is undoubtedly domestic in nature, the international movement of people across national boundaries for tourism related purposes has growing significantly over recent years (Vellas and Becherel, 1995). In order to cope with the needs of this mass international movement of people, the tourism industries of both countries has had to become much more culturally aware. Underlying the success of both industries is the level of hospitality received by visitors. Against this background, the present research aims to address the key issue of cultural awareness and provision for it within the Atlanta and Sydney hotel industries. More specifically, it shall address the importance of the cultural awareness issue to respective hoteliers; and their response to the issue in terms of facility provision and staff training.

Questionnaires have been sent to all the hotels in the RAC/AAA accommodation guide, with reply-paid envelopes to assist in the hotel remaining anonymous. To assist us in helping you to remain anonymous we ask that you do not write anything on the questionnaire that could link us back to you or the hotel that you are employed by. The returned questionnaires will be analyzed using a statistical package, and then from that conclusions will be drawn. As my supervisor Dr Martin O'Neill and myself will be the only people to see the returned questionnaires, there is no risk associated with the research. Coinciding, as the questionnaires are anonymous we will be unable to tell you has returned the questionnaire and who has not. We completely understand if you, as a

representative of your hotel, do not feel comfortable filling out the questionnaire and do not wish to put any pressure on you to do so. The questionnaire should take you about fifteen to twenty minutes to complete.

## Appendix Six: Reminder Letter

To: The General Manager

From: Danielle Lacey  
C/o Martin O'Neill  
Edith Cowan University  
Business and Public Management  
100 Joondalup Drive  
Joondalup  
WA 6027

Date: 15<sup>th</sup> November 2001

To The General Manager,

Two weeks ago you received a questionnaire from me in relation to research that I am conducting in the area of cultural awareness in the hotel industry. I am writing to remind you that the deadline to have the questionnaire returned to me is approaching fast. If you have already filled out the questionnaire, please disregard this letter. If you haven't as yet, found the time I would be extremely grateful if you could take a few minutes out of your busy schedule to complete the questionnaire and return it in the reply paid envelope provided.

Once again, please be assured that the results of the research totally confidential and your anonymity will be guaranteed.

I again thank-you in anticipation of your help. If you have any questions do not hesitate to contact me at the above address, or via the e-mail at



Thanks and Regards

Danielle Lacey

## Appendix Seven: Table 18 – Atlanta Hotels Surveyed

Table 18: Atlanta Hotels Surveyed

<b>Company</b>	<b>Street</b>	<b>City</b>	<b>State</b>	<b>Postal Code</b>
Best Western at the Peachtrees	330 W Peachtree Street	Atlanta	Georgia	30308
Courtyard by Marriott-Downtown	175 Piedmont Avenue, NE	Atlanta	Georgia	30303
Days Inn Downtown	300 Spring Street	Atlanta	Georgia	30308
Embassy Suites Centennial Olympic Park	267 Marietta Street	Atlanta	Georgia	30313
Fairfield Inn by Marriott-Downtown	175 Piedmont Avenue, NE	Atlanta	Georgia	30303
Hampton Inn and Suites Atlanta Downtown	161 Spring Street	Atlanta	Georgia	30303
Hilton Atlanta and Towers	255 Courtland Street, NE	Atlanta	Georgia	30303
Holiday Inn Atlanta Downtown	101 International Boulevard	Atlanta	Georgia	30303
Hyatt Regency Atlanta	265 Peachtree Street, NE	Atlanta	Georgia	30303
Omni Hotel at CNN Center	100 CNN Center	Atlanta	Georgia	30335
Residence Inn by Marriott-Downtown	134 Peachtree Street, NW	Atlanta	Georgia	30303
The Ritz-Carlton Atlanta	181 Peachtree Street, NE	Atlanta	Georgia	30303
Sheraton Atlanta Hotel	165 Courtland Street	Atlanta	Georgia	30303
The Suite Hotel Underground	54 Peachtree Street	Atlanta	Georgia	30303
Travelodge-Downtown	311 Courtland Street, NE	Atlanta	Georgia	30303
The Westin Peachtree Plaza	210 Peachtree Street	Atlanta	Georgia	30303
Amerisuites - Atlanta / Perimeter Center	1005 Crestline Parkway	Atlanta	Georgia	30328
Ansley Inn	253 15th Street	Atlanta	Georgia	30309
Atlanta Marriott Entury Center	2000 Century Boulevard, NE	Atlanta	Georgia	30345
Atlanta Marriott Northwest	200 Interstate North Parkway	Atlanta	Georgia	30339
Atlanta Marriott Perimeter Center	246 Perimeter Center Parkway, NE	Atlanta	Georgia	30346

<b>Company</b>	<b>Street</b>	<b>City</b>	<b>State</b>	<b>Postal Code</b>
Atlanta Marriott Suites Midtown	35 14 <sup>th</sup> Street	Atlanta	Georgia	30309
Best Western Bradbury Suites	4500 Circle 75 Parkway	Atlanta	Georgia	30339
Best Western Granada Suite Hotel	1302 W Peachtree Street	Atlanta	Georgia	30309
Clarion Suites Hotel	4900 Circle 75 Parkway	Atlanta	Georgia	30339
Comfort Inn Buckhead	2115 Piedmont Road, NE	Atlanta	Georgia	30324
Comfort Inn - Six Flags	4330 Fulton Industrial Boulevard	Atlanta	Georgia	30336
Comfort Suites Hotel Perimeter Center	6110 Peachtree Dunwoody Road	Atlanta	Georgia	30328
Country Hearth Inn - Perimeter	5793 Roswell Road, NE	Atlanta	Georgia	30328
Courtyard by MArriott-Cumberland Center	3000 Cumberland Boulevard	Atlanta	Georgia	30339
Courtyard by Marriott-Midtown	1132 Techwood Drive	Atlanta	Georgia	30318
Courtyard by Marriott-Peachtree Dunwoody-Medical Center	5601 Peachtree-Dunwoody Road	Atlanta	Georgia	30342
Courtyard by Marriott Perimeter Center	6250 Peachtree - Dunwoody Road	Atlanta	Georgia	30328
Courtyard by Marriott - Windy Hill	2045 S Park Place	Atlanta	Georgia	30339
Crowne Plaza - Atlanta Powers Ferry	6345 Powers Ferry Road, NW	Atlanta	Georgia	30339
Crowne Plaza Ravinia	4355 Ashford - Dunwoody Road	Atlanta	Georgia	30346
Days Inn	4502 Circle 75 Parkway	Atlanta	Georgia	30339
Doubletree Guest Suites	6120 Peachtree - Dunwoody Road	Atlanta	Georgia	30328
Doubletree Guest Suites Atlanta – Galleria	2780 Windy Ridge Parkway, NW	Atlanta	Georgia	30339
Embassy Suites Hotel - Galleria	2815 Akers Mill Road	Atlanta	Georgia	30339
Embassy Suites Hotel Perimeter Center	1030 Crown Pointe Parkway	Atlanta	Georgia	30338
Emory Conference Center	1516 Clifton Road	Atlanta	Georgia	30329



<b>Company</b>	<b>Street</b>	<b>City</b>	<b>State</b>	<b>Postal Code</b>
Emory Inn	1641 Clifton Road	Atlanta	Georgia	30329
Fairfield Inn Atlanta	2450 Paces Ferry Road	Atlanta	Georgia	30339
Fairfield Inn by Marriott / Dunwoody	1145 Hammond Drive	Atlanta	Georgia	30328
FAirfield Inn - Midtown	1470 Spring Street, NW	Atlanta	Georgia	30309
Four Points Hotel Atlanta Perimeter	1850 Cotillion Drive	Atlanta	Georgia	30338
Four Seasons Hotel Atlanta	75 14 <sup>th</sup> Street	Atlanta	Georgia	30309
Hampton Inn Atlanta - Midtown	1152 Spring Street	Atlanta	Georgia	30309
Hampton Inn Cumberland	2775 Cumberland Parkway	Atlanta	Georgia	30339
Hampton Inn - Druid Hills Road	1975 N Druid Hills Road	Atlanta	Georgia	30329
Hampton Inn - Perimeter Center	769 Hammond Drive	Atlanta	Georgia	30328
Hawthorne Suites - Atlanta NW	1500 Parkwood Circle	Atlanta	Georgia	30339
Hilton Atlanta Northwest	2055 S Park Place	Atlanta	Georgia	30339
Hilton Garden Inn - Atlanta Perimeter	1501 Lake Hearn Drive	Atlanta	Georgia	30346
Holiday Inn Express Hotel and Suites	765 Hammond Drive	Atlanta	Georgia	30329
Holiday Inn Midtown North	1810 Howell Mill Road	Atlanta	Georgia	30318
Holiday Inn Select Atlanta Perimeter	4386 Chamblee - Dunwoody Road	Atlanta	Georgia	30341
Homestead Village Guest Studios	1050 Hammond Drive	Atlanta	Georgia	30328
Homestead Village Guest Studios - Executive Park	1339 Executive Park Drive, NE	Atlanta	Georgia	30329
Homewood Suites - Cumberland	3200 Cobb Parkway, SW	Atlanta	Georgia	30339
La Quinta Inn and Suites	2415 Paces Ferry Road, SE	Atlanta	Georgia	30339
La Quinta Inn and Suites - Perimeter	6260 Peachtree - Dunwoody Road	Atlanta	Georgia	30328
Masters Inn Six Flags	4120 Fulton Industrial Boulevard	Atlanta	Georgia	30336
Microtel Inn and Suites	1840 Corporate Boulevard	Atlanta	Georgia	30329

<b>Company</b>	<b>Street</b>	<b>City</b>	<b>State</b>	<b>Postal Code</b>
Quality Inn Northeast	2960 NE Expressway	Atlanta	Georgia	30341
Radisson Hotel - Buckhead East	2061 N Druid Hills Road, NE	Atlanta	Georgia	30329
Red Roof Inn - Druid Hills	1960 N Druid Hills Road	Atlanta	Georgia	30329
Red Roof Inn - Six Flags	4265 Shirley Drive, SW	Atlanta	Georgia	30336
Regency Suite Hotel	975 W Peachtree Street	Atlanta	Georgia	30309
Renaissance Atlanta Hotel Downtown	590 W Peachtree Street, NW	Atlanta	Georgia	30308
Renaissance Waverly Hotel	2450 Galleria Parkway	Atlanta	Georgia	30339
Residence Inn - Buckhead/Lenox	220 Lake Boulevard	Atlanta	Georgia	30319
Residence Inn by Marriott Atlanta Dunwoody	1901 Savoy Drive	Atlanta	Georgia	30341
Residence Inn by Marriott Midtown	1041 W Peachtree Street	Atlanta	Georgia	30309
Residence Inn by Marriott - Perimeter West	6096 Barfield Road	Atlanta	Georgia	30328
Shellmont Inn	821 Piedmont Avenue, NE	Atlanta	Georgia	30308
Sheraton Colony Square Hotel	188 14th Street, NE	Atlanta	Georgia	30361
Renaissance Concourse Hotel	1 Hartsfield Centre Parkway	Atlanta	Georgia	30354
Sheraton Suites Galleria	2844 Cobb Parkway, SE	Atlanta	Georgia	30339
Staybridge Suites Atlanta Perimeter	4601 Ridgeview Road	Atlanta	Georgia	30346
Summerfield Suites Hotel - Perimeter	760 Mount Vernon Highway, NE	Atlanta	Georgia	30328
University Inn at Emory	1767 N Decatur Road	Atlanta	Georgia	30307
W Atlanta	111 Perimeter Center W	Atlanta	Georgia	30346
Wellesley Inn and Suites	2225 Interstate North Parkway	Atlanta	Georgia	30339
The Westin Atlanta North	7 Concourse Parkway	Atlanta	Georgia	30328
Wingate Inn Clairmont - Atlanta	2920 Clairmont Road	Atlanta	Georgia	30329

<b>Company</b>	<b>Street</b>	<b>City</b>	<b>State</b>	<b>Postal Code</b>
Wyndham Garden Hotel at Vinings	2857 Paces Ferry Road	Atlanta	Georgia	30339
Wyndham Garden Hotel Perimeter Center	800 Hammond Drive, NE	Atlanta	Georgia	30328
Wyndham Hotel Midtown Atlanta	125 10th Street	Atlanta	Georgia	30309
Best Western Frontier Inn	PO Box 600	Acworth	Georgia	30101
Days Inn	5035 Cowan Road	Acworth	Georgia	30101
Quality Inn	4890 Cowan Road	Acworth	Georgia	30101
Ramada Limited	164 N Point Way	Acworth	Georgia	30102
Red Roof Inn	5320 Glade Road	Acworth	Georgia	30101
Super 8 Motel	4970 Cowan Road	Acworth	Georgia	30101
Amerisuites	12505 Nortel Parkway	Alpharetta	Georgia	30004
Amerisuites - Atlanta / Windward	5595 Windward Parkway	Alpharetta	Georgia	30004
Amerisuites North Point Mall	7500 North Point Parkway	Alpharetta	Georgia	30022
Country Inn and Suites by Carlson	2950 Mansell Road	Alpharetta	Georgia	30022
Farfield Inn by Marriott	11385 Haynes Bridge Road	Alpharetta	Georgia	30004
Hampton Inn and Suites	16785 Morris Road	Alpharetta	Georgia	30004
Hilton Garden Inn Atlanta / Windward	4025 Windward Plaza Drive	Alpharetta	Georgia	30005
Holiday Inn Express	5455 Windward Parkway	Alpharetta	Georgia	30004
Homewood Suites	10775 Davis Drive	Alpharetta	Georgia	30004
La Quinta Inn and Suites	1350 North Point Drive	Alpharetta	Georgia	30022
Radisson Inn North Point	10740 Westside Parkway	Alpharetta	Georgia	30004
Ramada Limited	3020 Mansell Road	Alpharetta	Georgia	30022
Residence Inn by Marriott	5465 Windward Parkway, W	Alpharetta	Georgia	30004
Staybridges Suites	3980 North Point Parkway	Alpharetta	Georgia	30005
Wellesley Inn and Suites	3329 Old Milton Parkway	Alpharetta	Georgia	30005
Wingate Inn	1005 Kingswood Place	Alpharetta	Georgia	30004
Sleep Inn	2925 Jordan Court	Alpharetta	Georgia	30023-3717

<b>Company</b>	<b>Street</b>	<b>City</b>	<b>State</b>	<b>Postal Code</b>
Days Inn Six Flags	95 S Service Road, SW	Austell	Georgia	30168
La Quinta - Atlanta West / Six Flags	7377 Six Flags Drive	Austell	Georgia	30168
Sleep Inn - Six Flags	125 S Service Road	Austell	Georgia	30168
Suburban Lodge	2050 Peachtree Industrial Court	Chamblee	Georgia	30341
Amerisuites	1899 Sullivan Road	College Park	Georgia	30337
Atlanta Airport Marriott	4711 Best Road	College Park	Georgia	30337
Comfort Suites - Atlanta Airport	4820 Massachusetts Boulevard	College Park	Georgia	30337-6603
Courtyard by Marriott Airport South	2050 Sullivan Road	College Park	Georgia	30337
Days Inn Airport South	1540 Phoenix Boulevard	College Park	Georgia	30349
Embassy Suites Hotel at Atlanta Airport	4700 Southport Road	College Park	Georgia	30337
Fairfield Inn by Marriott Airport	2451 Old National Parkway	College Park	Georgia	30349
Hampton Inn - Atlanta Airport	1888 Sullivan Road	College Park	Georgia	30337
La Quinta Inn Airport	4847 Old National Highway	College Park	Georgia	30337
Microtel Inn	4839 Massachusetts Boulevard	College Park	Georgia	30337
Ramada Inn Atlanta Airport South	1551 Phoenix Boulevard	College Park	Georgia	30349
Red Roof Inn Airport	2471 Old National Parkway	College Park	Georgia	30349
Sheraton Gateway Hotel, Atlanta Airport	1900 Sullivan Road	College Park	Georgia	30337
Sleep Inn Atlanta Airport	1911 Sullivan Road	College Park	Georgia	30337
Travelodge Hotel - Atlanta Airport	1808 Phoenix Boulevard	College Park	Georgia	30349
The Westin Hotel - Atlanta Airport	4736 Best Road	College Park	Georgia	30337
Wingate Inn Atlanta Airport	2020 Sullivan Road	College Park	Georgia	30337
Comfort Inn and Suites	2450 Old National Highway	College Park	Georgia	30349

<b>Company</b>	<b>Street</b>	<b>City</b>	<b>State</b>	<b>Postal Code</b>
Best Western East Atlanta Hotel	2572 Candler Road	Decatur	Georgia	30032
Comfort Inn	4450 Memorial Drive	Decatur	Georgia	30032
Days Inn I-20 East	4300 Snapfinger Woods Drive	Decatur	Georgia	30035
Ramada Limited	3403 Memorial Drive	Decatur	Georgia	30032
Super 8 Motel	917 Church Street	Decatur	Georgia	30030
Comfort Inn Conference Center	2001 Clearview Avenue	Doraville	Georgia	30340
Ramada Plaza Hotel	4001 Presidential Parkway	Doraville	Georgia	30340
Comfort Inn	5487 Westmoreland Plaza	Douglasville	Georgia	30134
Holiday Inn Express	7101 Concourse Parkway	Douglasville	Georgia	30134
Sleep Inn	7055 Concourse Parkway	Douglasville	Georgia	30134
Amerisuites Atlanta / Gwinnett Mall	3530 Venture Park Way	Duluth	Georgia	30096
Amerisuites - John's Creek	11505 Medlock Bridge Road	Duluth	Georgia	30097
Atlanta Marriott Gwinnett Place	1775 Pleasant Hill Road	Duluth	Georgia	30096
Candlewood Suites - Atlanta	3665 Shackleford Road	Duluth	Georgia	30096
Comfort Suites - Atlanta Duluth	3700 Shackleford Road	Duluth	Georgia	30096
Courtyard by Marriott - Gwinnett Mall	3550 Venture Parkway	Duluth	Georgia	30096
Fairfield Inn Atlanta / Gwinnett Mall	3500 Venture Parkway	Duluth	Georgia	30096
Hampton Inn and Suites - Gwinnett	1725 Pineland Road	Duluth	Georgia	30096
Hilton Garden Inn Atlanta - John's Creek	11695 Medlock Bridge Road	Duluth	Georgia	30097
Holiday Inn Express	3670 Shackleford Road	Duluth	Georgia	30096
Homestead Village Garden Studios - Gwinnett Place	3525 Breckenridge Boulevard	Duluth	Georgia	30096
Ramada Inn Gwinnett Place	1948 Day Drive	Duluth	Georgia	30096
Wellesley Inn and Suites	3390 Venture Parkway, NW	Duluth	Georgia	30096

<b>Company</b>	<b>Street</b>	<b>City</b>	<b>State</b>	<b>Postal Code</b>
Wingate Inn	3450 Venture Parkway	Duluth	Georgia	30096
Country Inn and Suites by Carlson	1365 Hardin Avenue	East Point	Georgia	30344
Crowne Plaza Atlanta Airport	1325 Virginia Avenue	East Point	Georgia	30344
Drury Inn and Suites Atlanta Airport	1270 Virginia Avenue	East Point	Georgia	30344
Holiday Inn Airport North	1380 Virginia Road	East Point	Georgia	30344
Red Roof Inn - Atlanta Airport North	1200 Virginia Avenue	East Point	Georgia	30344
Days Inn Airport East	5116 Highway 85	Forest Park	Georgia	30297
Motel 6	5060 Frontage Road	Forest Park	Georgia	30297
Ramada Limited Suites	357 Lee Street	Forest Park	Georgia	30297
Super 8 Motel	410 Old Dixie Way	Forest Park	Georgia	30297
Best Western Atlanta Airport East	301 N Central Avenue	Hapeville	Georgia	30354
Courtyard by Marriott Atlanta Airport North	3399 International Boulevard	Hapeville	Georgia	30354
Hilton Atlanta Airport	1031 Virginia Avenue	Hapeville	Georgia	30354
Comfort Inn Atlanta - South	6370 Old Dixie Highway	Jonesboro	Georgia	30236
Holiday Inn - Atlanta South	6288 Old Dixie Highway	Jonesboro	Georgia	30236
Shoney's Inn - Atlanta South	6358 Old Dixie Road	Jonesboro	Georgia	30236
Best Western of Kennesaw	3375 Busbee Drive	Kennesaw	Georgia	30144
Comfort Inn	750 Cobb Place Boulevard	Kennesaw	Georgia	30144
Country Inn and Suites by Carlson	3192 Barrett Lakes Boulevard	Kennesaw	Georgia	30144
Days Inn	760 Cobb Place Boulevard	Kennesaw	Georgia	30144
Fairfield Inn Atlanta / Kennesaw	3425 Busbee Drive	Kennesaw	Georgia	30144
Hampton Inn	871 Cobb Place Boulevard	Kennesaw	Georgia	30144
Holiday Inn Express - Town Center Mall	2485 George Busbee Parkway, NW	Kennesaw	Georgia	30144

<b>Company</b>	<b>Street</b>	<b>City</b>	<b>State</b>	<b>Postal Code</b>
Red Roof Inn - Town Center Mall	520 Roberts Court, NW	Kennesaw	Georgia	30144
Residence Inn by Marriott Town Center	3443 Busbee Drive	Kennesaw	Georgia	30144
Rodeway Inn	1460 George Busbee Parkway	Kennesaw	Georgia	30144
Shoney's Inn	2489 George Busbee Parkway	Kennesaw	Georgia	30144
Windsor Inn	2655 Cobb Parkway	Kennesaw	Georgia	30152
Wingate Inn	560 Greers Chapel Road	Kennesaw	Georgia	30144
Econo Lodge Town Center	2625 George Busbee Parkway	Kennesaw	Georgia	30144
Country Inn and Suites by Carlson	989 Duluth Highway	Lawrenceville	Georgia	30043
Hampton Inn	1135 Lakes Parkway	Lawrenceville	Georgia	30043
Holiday Inn Express Hotel and Suites	520 John B Wilson Court	Lawrenceville	Georgia	30045
Microtel Inn and Suites	215 Collins Industrial Way	Lawrenceville	Georgia	30043
Country Inn and Suites - Atlanta Six Flags	960 West Point Court	Lithia Springs	Georgia	30122
Fairfield Inn by Marriott	976 West Point Court	Lithia Springs	Georgia	30122
Shoney's Inn Atlanta - West / Six Flags	850 Crestmark Drive	Lithia Springs	Georgia	30122
La Quinta Inn Panola Road	2859 Panola Road	Lithonia	Georgia	30058
Super 8 Motel	5354 Snapfinger Park Drive	Lithonia	Georgia	30035
Best Inn Marietta	1255 Franklin Road	Marietta	Georgia	30067
Comfort Inn - Marietta	2100 Northwest Parkway	Marietta	Georgia	30067
Courtyard by Marriott - Marietta	2455 Delk Road	Marietta	Georgia	30067
Drury Inn and Suites Atlanta Northwest	1170 Powers Ferry Place	Marietta	Georgia	30067
Econo Lodge Northwest	1940 Leland Drive	Marietta	Georgia	30067
Fairfield Inn by Marriott - Northwest	2191 Northwest Parkway	Marietta	Georgia	30067
Hampton Inn Marietta	455 Franklin Road	Marietta	Georgia	30067

<b>Company</b>	<b>Street</b>	<b>City</b>	<b>State</b>	<b>Postal Code</b>
Holiday Inn Hotel and Suites Marietta	2265 Kingston Court	Marietta	Georgia	30067
Homestead Village Guest Studios	2239 Powers Ferry Road	Marietta	Georgia	30067
Hyatt Regency Suites Hotel	2999 Windy Hill Road	Marietta	Georgia	30067
La Quinta Inn Marietta	2170 Delk Road	Marietta	Georgia	30067-8761
Marietta Confrence Center and Resort	500 Powder Springs Street	Marietta	Georgia	30064
Masters Inn Marietta	2682 Windy Hill Road	Marietta	Georgia	30067
Motel 6 - 749	2360 Delk Road	Marietta	Georgia	30067
Ramada Inn - Atlanta North	2767 Windy Hill Road	Marietta	Georgia	30067
Ramada Limited Suites	630 Franklin Road	Marietta	Georgia	30067
Sleep Inn	1175 Powers Ferry Place	Marietta	Georgia	30067
Super 8 Motel	610 Franklin Road	Marietta	Georgia	30067
Wingate Inn	1250 Franklin Road	Marietta	Georgia	30067
Wyndham Garden Hotel - Atlanta Northwest	1775 Parkway Place, NW	Marietta	Georgia	30067
Best Western Southlake Inn	6437 Jonesboro Road	Morrow	Georgia	30260
Country Inn and Suites by Carlson - Atlanta I75 South	2192 Mount Zion Parkway	Morrow	Georgia	30260
Drury Inn and Suites	6520 S Lee Street	Morrow	Georgia	30260
Fairfield Inn by Marriott Southlake	1599 Adamson Parkway	Morrow	Georgia	30260
Hampton Inn Southlake	1533 Southlake Parkway	Morrow	Georgia	30260
Quality Inn	6597 Highway 54	Morrow	Georgia	30260
Red Roof Inn - South	1348 Southlake Plaza Drive	Morrow	Georgia	30260
Sleep Inn	2185 Mount Zion Parkway	Morrow	Georgia	30260
Amberley Suite Hotel	5885 Oakbrook Parkway	Norcross	Georgia	30093
Amerisuites Atlanta / Peachtree Corners	5600 Peachtree Parkway	Norcross	Georgia	30092-2811
Atlanta Marriott Norcross	475 Technology Parkway	Norcross	Georgia	30092



<b>Company</b>	<b>Street</b>	<b>City</b>	<b>State</b>	<b>Postal Code</b>
Best Western - Peachtree Corners	7035 Jimmy Carter Boulevard	Norcross	Georgia	30092
Comfort Inn and Suites	5200 Peachtree Industrial Boulevard	Norcross	Georgia	30071
Country Hearth Inn	5985 Oakbrook Parkway	Norcross	Georgia	30093
Country Inn and Suites by Carlson	5970 Jimmy Carter Boulevard	Norcross	Georgia	30071
Courtyard by Marriott - I85 Jimmy Carter	6235 McDonough Drive	Norcross	Georgia	30093
Courtyard by Marriott - Peachtree Corners	3209 Holcomb Bridge Road	Norcross	Georgia	30092
Days Inn	5385 Peachtree Industrial Boulevard	Norcross	Georgia	30092
Days Inn	5990 Western Hills Drive	Norcross	Georgia	30071
Drury Inn and Suites	5655 Jimmy Carter Boulevard	Norcross	Georgia	30071
Fairfield Inn by Marriott Peachtree Corners	6650 Bay Circle Drive	Norcross	Georgia	30071
Hampton Inn	440 Technology Parkway	Norcross	Georgia	30092
Holiday Inn Select - Peachtree Corners	6050 Peachtree Industrial Boulevard, NW	Norcross	Georgia	30071
Homestead Village Guest Studios - Peachtree Corners	7049 Jimmy Carter Boulevard	Norcross	Georgia	30092
Homewood Suites by Hilton	450 Technology Parkway	Norcross	Georgia	30092
La Quinta - Jimmy Carter	6187 Dawson Boulevard	Norcross	Georgia	30093-1224
La Quinta - Peachtree	5375 Peachtree Industrial Boulevard	Norcross	Georgia	30092
Northeast Atlanta Hilton	5993 Peachtree Industrial Boulevard	Norcross	Georgia	30092
Quality Inn - Norcross	6045 Oakbrook Parkway	Norcross	Georgia	30093
Ramada Limited and Suites	5395 Peachtree Industrial Boulevard	Norcross	Georgia	30092

<b>Company</b>	<b>Street</b>	<b>City</b>	<b>State</b>	<b>Postal Code</b>
Red Roof - Indian Trail	5171 Brook Hollow Parkway	Norcross	Georgia	30071
Shoney's Inn of Atlanta Northeast	2050 Willowtrail Parkway	Norcross	Georgia	30093
Super 8 Motel	5150 Willow Oak Trail	Norcross	Georgia	30093
Wingate Inn	5800 Peachtree Industrial Boulevard	Norcross	Georgia	30071
Scottish Inn	709 King Road	Riverdale	Georgia	30296
Baymony Inn and Suites - Atlanta	575 Old Holcomb Bridge Road	Roswell	Georgia	30067
Best Western Roswell Suites	907 Holcomb Bridge Road	Roswell	Georgia	30076
Courtyard by Marriott	1500 Market Boulevard	Roswell	Georgia	30076
Hampton Inn	9995 Old Dogwood Road	Roswell	Georgia	30076
Holiday Inn Roswell / Atlanta	1075 Holcomb Bridge Road	Roswell	Georgia	30076
Homestead Village Guest Studios - Roswell	9955 Old Dogwood Road	Roswell	Georgia	30076
Amerihost Inn - Smyrna	5130 S Cobb Drive	Smyrna	Georgia	30082
Amerisuites	2876 Springhill Parkway	Smyrna	Georgia	30080
Country Inn and Suites by Carlson	2221 Corporate Plaza	Smyrna	Georgia	30080
Holiday Inn Express, Cumberland / Smyrna	1200 Winchester Parkway	Smyrna	Georgia	30080
Holiday Inn Express Galleria Centre	2855 Springhill Parkway	Smyrna	Georgia	30080
Homestead Village Guest Studios - Cumberland	3103 Sports Avenue	Smyrna	Georgia	30080
Microtel Inn	5300 S Cobb Drive, SE	Smyrna	Georgia	30080
Red Roof Inn - North	2200 Corporate Plaza	Smyrna	Georgia	30080
Days Inn	2006 Glen Club Drive and Highway 78 E	Stone Mountain	Georgia	30087
Holiday Inn Express	1790 East Park Place Boulevard	Stone Mountain	Georgia	30087
Marriott's Evergreen Confrence Resort	4021 Lakeview Drive	Stone Mountain	Georgia	30083

<b>Company</b>	<b>Street</b>	<b>City</b>	<b>State</b>	<b>Postal Code</b>
Stone Mountain Inn	1058 Robert E Lee Boulevard	Stone Mountain	Georgia	30083
Comfort Inn Suwanee	2945 Highway 317	Suwanee	Georgia	30024
Days Inn	3103 Highway 317	Suwanee	Georgia	30024
Holiday Inn	2955 Highway 317	Suwanee	Georgia	30024
Country Inn and Suites by Carlson	2081 Northlake Parkway	Tucker	Georgia	30084
Courtyard by Marriott - North Lake	4083 La Vista Road	Tucker	Georgia	30084
Fairfield Inn by Marriott Northlake	2155 Ranchwood Drive	Tucker	Georgia	30345
Hampton Inn Northlake	3400 Northlake Parkway	Tucker	Georgia	30345
Hawthorn Suites Ltd.	2060 Credcent Centre Boulevard	Tucker	Georgia	30084
Homestead Village Guest Studios - Northlake	1795 Crescent Center Boulevard	Tucker	Georgia	30084
Masters Inn Tucker	1435 Montreal Road	Tucker	Georgia	30084
Radisson Hotel Northlake	4156 La Vista Road	Tucker	Georgia	30084
Red Roof Inn - Atlanta (Tucker NE)	2810 Lawrenceville Highway	Tucker	Georgia	30084
Wyndham Garden Hotel Atlanta Northlake	2158 Ranchwood Drive	Tucker	Georgia	30345
Days Inn Shannon Mall	6840 Shannon Parkway, S	Union City	Georgia	30291
Econo Lodge Southwest	7410 Oakley Road	Union City	Georgia	30291
Red Roof Inn	6710 Shannon Parkway	Union City	Georgia	30291

## Appendix Eight: Table 19 – Sydney Hotels Surveyed

Table 19: Sydney Hotels Surveyed

<b>Company</b>	<b>Street</b>	<b>Suburb</b>	<b>City</b>	<b>Postal Code</b>
ANA Hotel Sydney	176 Cumberland Street	The Rocks	New South Wales	2000
Hotel Inter-Continental Sydney	117 Macquarie Street	Sydney	New South Wales	2000
Merchant Court Hotel	68 Market Street	Sydney	New South Wales	2000
Park Hyatt Sydney	7 Hickson Road	The Rocks	New South Wales	2000
Quay Grand Suites Sydney	61 Macquarie Street	Sydney	New South Wales	2000
Quay West Sydney	98 Gloucester Street	Sydney	New South Wales	2000
Sheraton On The Park	161 Elizabeth Street	Sydney	New South Wales	2000
The Observatory Hotel	89-113 Kent Street	Sydney	New South Wales	2000
The Ritz-Carlton Sydney	93 Macquarie Street	Sydney	New South Wales	2000
The Westin Sydney	1 Martin Place	Sydney	New South Wales	2000
Avillion Hotel Sydney	cnr Pitt Street and Liverpool Street	Sydney	New South Wales	2000
Carlton Crest Hotel Sydney	169-179 Thomas Street	Sydney	New South Wales	2000
Pacific International Suites	433 Kent Street	Sydney	New South Wales	2000
Pier One Parkroyal	11 Hickson Road	Walsh Bay	New South Wales	2000
The Wentworth	61 Phillip Street	Sydney	New South Wales	2000
All Seasons Premier Menzies Hotel Sydney	14 Carrington Street	Sydney	New South Wales	2000
Hotel Nikko Darling Harbour	161 Sussex Street	Sydney	New South Wales	2000
Novotel Sydney on Darling Harbour	100 Murray Street	Pymont	New South Wales	2009
Old Sydney Parkroyal	55 George Street	The Rocks	New South Wales	2000
Parkroyal at Darling Harbour	150 Day Street	Haymarket	New South Wales	2000
Pentura Hotel on Pitt	300 Pitt Street	Sydney	New South Wales	2000

<b>Company</b>	<b>Street</b>	<b>Suburb</b>	<b>City</b>	<b>Postal Code</b>
Sydney Vista Hotel	7-9 York Street	Sydney	New South Wales	2000
Harbour Rocks Hotel	34-52 Harrington Street	The Rocks	New South Wales	2000
Hotel Ibis World Square Sydney	384 Pitt Street	Sydney	New South Wales	2000
Hyde Park Inn	271 Elizabeth Street	Sydney	New South Wales	2000
Park Regis Hotel Sydney	27 Park Street	Sydney	New South Wales	2000
Travelodge Phillip Street Sydney	165 Phillip Street	Sydney	New South Wales	2000
Travelodge Wentworth Avenue Sydney	27-33 Wentworth Avenue	Sydney	New South Wales	2000
Hotel Ibis Darling Harbour	70 Murray Street	Pymont	New South Wales	2009
The Castlereagh Inn	169 Castlereagh Street	Sydney	New South Wales	2000
The Lord Nelson Brewery	Cnr Kent Street and Argyle Street	The Rocks	New South Wales	2000
YWCA's Y On The Park	5-11 Wentworth Avenue	Sydney	New South Wales	2000
Grand Hotel	30 Hunter Street	Sydney	New South Wales	2000
Mercantile Hotel	25 George Street	Sydney	New South Wales	2000
Hotel Coronation	5-7 Park Street	Sydney	New South Wales	2000
The Wynyard Hotel	Cnr Clarnece Street and Erskine Street	Sydney	New South Wales	2000
2 Bond Steet Apartment Hotel	2 Bond Street	Sydney	New South Wales	2000
Medina Grand Sydney	511 Kent Street	Sydney	New South Wales	2000
Astor Martin Place Apartment Hotel	1 Hosking Place	Sydney	New South Wales	2000
Grand Mercure Hotel	50 Murray Street	Pymont	New South Wales	2009
The York Apartmemt Hotel	5 York Street	Sydney	New South Wales	2000
Napolean on Kent	219 Kent Street	Sydney	New South Wales	2000
The Stafford	75 Harrington Street	The Rocks	New South Wales	2000
The Warldorf Apartment Hotel	57 Liverpool Street	Sydney	New South Wales	2000

<b>Company</b>	<b>Street</b>	<b>Suburb</b>	<b>City</b>	<b>Postal Code</b>
Carrington Sydney City Centre Apartments	57 York Street	Sydney	New South Wales	2000
Metro Suites On Sussex	132 Sussex Street	Sydney	New South Wales	2000
The Savoy Apartments	Corner King Street and Kent Street	Sydney	New South Wales	2000
Downtown Serviced Apartments	336 Sussex Street	Sydney	New South Wales	2000
Metro Suites on King	27-29 King Street	Sydney	New South Wales	2000
Stellar Suites On Wentworth	4 Wentworth Avenue	Surry Hills	New South Wales	2010
Medina Classic Martin Place	1 Hosking Place	Sydney	New South Wales	2000
Medina Grand Harbourside	King Street Wharf, Wheat Road	Sydney	New South Wales	2000
Oakford Darling Harbour All-Suite Hotel	252 Sussex Street	Sydney	New South Wales	2000
Central Park Hotel	185 Castlereagh Street	Sydney	New South Wales	2000
The Russell	143A George Street	Sydney	New South Wales	2000
The Southern Cross Hotel	111 Goulburn Street	Haymarket	New South Wales	2000
Victoria Court Hotel	122 Victoria Street	Potts Point	New South Wales	2011
Furama Hotel Darling Harbour	68 Harbour Street	Haymarket	New South Wales	2000
Furama Hotel Central	28 Albion Street	Surry Hills	New South Wales	2010
Alfred Park	207 Cleveland Street	Strwaberry Hills	New South Wales	2000
Sydney Park Inn	2-6 Francis Street	Darlinghurst	New South Wales	2010
Aarons Hotel	37 Ultimo Road	Haymarket	New South Wales	2000
Hyde Park Plaza Suites	38 College Street	Darlinghurst	New South Wales	2010
Saville Park Suites	16-32 Oxford Street	Darlinghurst	New South Wales	2010
Johnston Lodge	106 Johnston Street	Annandale	New South Wales	2038
Humes Explorer Motel	Appin Road	Appin	New South Wales	2560

<b>Company</b>	<b>Street</b>	<b>Suburb</b>	<b>City</b>	<b>Postal Code</b>
Sydney Airport Hilton	20 Levey Street	Arncliffe	New South Wales	2205
Airport Sydney International Motor Inn	35 Levey Street	Arncliffe	New South Wales	2205
Airport Motel Sydney	33 Levey Street	Arncliffe	New South Wales	2205
Twin Towers Inn	260 Pacific Highway	Artarmon	New South Wales	2064
Artarmon Inn	472 Pacific Highway	Artarmon	New South Wales	2064
Linwood Lodge	312 Pacific Highway	Artarmon	New South Wales	2064
Shore Inn Guest House	314a Pacific Highway	Artarmon	New South Wales	2064
Ashfield Philip Lodge	156 Parranatta Road	Ashfield	New South Wales	2131
Metro Motor Inn Ashfield	63 Liverpool Road	Ashfield	New South Wales	2131
Westside Motor Inn	85 Hume Highway (Liverpool Road)	Ashfield	New South Wales	2131
Balmain Lodge	415 Darling Street	Balmain	New South Wales	2041
Pacific International Hotel - Bankstown	477 Chapel Road	Bankstown	New South Wales	2200
Travelodge Bankstown	Cnr Greenfield Parade and Mona Street	Bankstown	New South Wales	2200
Pacific International Apartments - Bankstown	513 Chapel Road	Bankstown	New South Wales	2200
Pacific International Apartments - Bankstown Square	39 Rickard Road	Bankstown	New South Wales	2200
Gardenia Motor Inn	850 Hume Highway	Bass Hill	New South Wales	2197
Rydges Bankstown	Cnr Hume Highway and Strickland Street	Bass Hill	New South Wales	2197
Banksia Motel	966 Hume Highway	Bass Hill	New South Wales	2197
Bass Hill Tourist Park	713 Hume Highway	Bass Hill	New South Wales	2197
Glan-Y-Mor	20 Princess Mary Street	Beacon Hill	New South Wales	2100
Berowra Heights Hotel Motel	1 Turner Road	Berowra	New South Wales	2081

<b>Company</b>	<b>Street</b>	<b>Suburb</b>	<b>City</b>	<b>Postal Code</b>
Travelodge Blacktown	Cnr Reservoir Road and Holbeche Road	Blacktown	New South Wales	2148
Plumpton Motor Inn	Cnr Richmond Road and Dublin Street	Blacktown	New South Wales	2148
Country Comfort - Blakehurst	Cnr Woniora Road and Princes Highway	Blakehurst	New South Wales	2221
Carss Park Motel	384B Princes Highway (Cnr Bunyala Street)	Blakehurst	New South Wales	2221
Swiss-Grand Hotel Bondi Beach	Cnr Campbell Parade and Beach Road	Bondi Beach	New South Wales	2026
City Beach Motor Inn	99 Curlewis Street	Bondi Beach	New South Wales	2026
Bondi Hotel	178 Campbell Parade	Bondi Beach	New South Wales	2026
Alice Motel	30 Fletcher Street	Bondi Beach	New South Wales	2026
Beach Road Hotel	71 Beach Road	Bondi Beach	New South Wales	2026
Bondi Beachside Inn	152 Campbell Parade	Bondi Beach	New South Wales	2026
Homaccom	2/10 Ocean Street	Bondi Beach	New South Wales	2026
Bondi Lodge	63 Fletcher Street	Bondi Beach	New South Wales	2026
Sinclairs of Bondi	11 Bennett Street	Bondi Junction	New South Wales	2022
Novotel Brighton Beach Sydney	Cnr The Grand Parade and Princess Street	Brighton Le Sands	New South Wales	2216
Hawkesbury River Marina	Dangar Road, McKell Park	Brooklyn	New South Wales	2083
Brooklyn on Hawkesbury Apartments	3/55a Brooklyn Road	Brooklyn	New South Wales	2083
Travelodge Manly Warringah	11 Victor Road	Brookvale	New South Wales	2100
Jibbon View	6 Loftus Street	Bundeena	New South Wales	2230
Burwood Motel	117 Liverpool Road	Endfield	New South Wales	2136



<b>Company</b>	<b>Street</b>	<b>Suburb</b>	<b>City</b>	<b>Postal Code</b>
Overlander Licensed Motel Hotel	Cnr The Nothern Road and Boomerang Place	Cambridge Park	New South Wales	2747
Camden Country Club	277 Old Hume Highway (Cnr Wire Lane)	Camden	New South Wales	2570
Crown Hotel Motel	187 Argyle Street	Camden	New South Wales	2570
Macarthur Inn	Grange Road	Campbelltown	New South Wales	2560
Colonial Motor Inn	20 Queen Street	Campbelltown	New South Wales	2560
Maclin Lodge	28 Queen Street	Campbelltown	New South Wales	2560
Motel Formule 1	3 Renni Road	Campbelltown	New South Wales	2560
Centra Camperdown	9 Missenden Road	Camperdown	New South Wales	2050
Camperdown Towers	144 Mallett Street	Camperdown	New South Wales	2050
Oakford City West	23 Missenden Road	Camperdown	New South Wales	2050
The Hill Lodge Boutique Hotel	Cnr Windsor Road and Salisbury Road	Castle Hill	New South Wales	2154
Hunts Motel Function Centre	679 Camden Valley Way	Casula	New South Wales	2170
Pop-In Motel	6 York Street (Hume Highway)	Casula	New South Wales	2170
Jolly Knight Motel	568 Hume Highway	Casula	New South Wales	2170
Saville Park Suites Chatswood	Cnr Railway Street and Brown Street	Chatswood	New South Wales	2067
Chatswood Plaza Suites	37 Victor Street	Chatswood	New South Wales	2067
Metro Motor Inn Chippendale	1 Meagher Street	Chippendale	New South Wales	2008
Noah Lodge	179 Cleveland Street	Chippendale	New South Wales	2008
Colyton Hotel	Cnr Great Western Highway and Hewitt Street	Colyton	New South Wales	2760
Holiday Inn Coogee Beach Sydney	242 Arden Street	Coogee	New South Wales	2034
Coogee Sands Apartments	161 Dolphin Street	Coogee	New South Wales	2034
Coogee Bay Boutique Hotel	9 Vicar Street	Coogee	New South Wales	2034

<b>Company</b>	<b>Street</b>	<b>Suburb</b>	<b>City</b>	<b>Postal Code</b>
Medina Executive Coogee	183 Coogee Bay Road	Coogee	New South Wales	2034
Grandview Private Hotel	234 Arden Street	Coogee	New South Wales	2034
Cremorne Point Manor	6 Cremorne Road	Cremorne	New South Wales	2090
Cronulla Motor Inn	85 Kingsway	Cronulla	New South Wales	2230
Rydges Cronulla Beach	20-26 The Kingsway	Cronulla	New South Wales	2230
Sovereign Inn Motel	220 Pacific Highway	Crows Nest	New South Wales	2065
Medina Classic Crows Nest	167 Willoughby Road	Crows Nest	New South Wales	2065
Sydney Marriott	36 College Street	Darlinghurst	New South Wales	2010
All Seasons On Crown	302-308 Crown Street	Darlinghurst	New South Wales	2010
Top of the Town	227 Victoria Street	Darlinghurst	New South Wales	2010
Camelot Inn	358A Victoria Street	Darlinghurst	New South Wales	2010
Parkridge Corporate Apartments	6-14 Oxford Street	Darlinghurst	New South Wales	2010
Kings Cross Holiday Apartments	169 William Street	Darlinghurst	New South Wales	2010
The Ritz-Carlton Double Bay	33 Cross Street	Double Bay	New South Wales	2028
Savoy Double Bay Hotel	41 Knox Street	Double Bay	New South Wales	2028
Medina Executive Double Bay	Cnr Ocean Avenue and Guilfoyle Street	Double Bay	New South Wales	2028
Sir Stamford Hotel	22 Knox Street	Double Bay	New South Wales	2028
Drummoyne Manor Hotel Apartments	35 Marlborough Street	Drummoyne	New South Wales	2047
Vicar of Wakefield	271 New Line Road	Dural	New South Wales	2158
El-Rancho	Cnr Epping Highway and Herring Road	Eastwood	New South Wales	2122
Metro Motor Inn Edgcliff	230 New South Head Road	Edgcliff	New South Wales	2027
Sebel of Sydney	23 Elizabeth Bay Road	Elizabeth Bay	New South Wales	2011

<b>Company</b>	<b>Street</b>	<b>Suburb</b>	<b>City</b>	<b>Postal Code</b>
Gazebo Hotel	2 Elizabeth Bay Road	Elizabeth Bay	New South Wales	2011
Madisons Central City Hotel	6 Ward Avenue	Elizabeth Bay	New South Wales	2011
Roslyn Gardens Motor Inn	4 Roslyn Gardens	Elizabeth Bay	New South Wales	2011
Manhattan Park Inn International	8 Greenknowe Avenue	Elizabeth Bay	New South Wales	2011
Seventeen Elizabeth Bay Quality Suites	17 Elizabeth Bay Road	Elizabeth Bay	New South Wales	2011
Elvina Bay Watch Cottage	43 Sturdee Lane	Elvina Bay	New South Wales	2105
Engadine Motor Inn	1229 Princes Highway	Engadine	New South Wales	2233
Brown Jug Hotel Motel	47 Stanbrook Street	Fairfield	New South Wales	2165
Manly View Apartments Fairlight	149-153 Sydney Road	Fairlight	New South Wales	2094
Flemington Markets	268 Parramatta Road	Flemington	New South Wales	2140
Parkway Hotel	5 Frenchs Forest Road East	Frenchs Forest	New South Wales	2086
Sydney Huntley Inn Gladesville	165 Victoria Road	Gladesville	New South Wales	2111
Gladesville Motel	157 Victoria Road	Gladesville	New South Wales	2111
Broadway University Motor Inn	25 Arundel Street	Glebe	New South Wales	2037
A-Line Hotel Sydney	253 Broadway	Glebe	New South Wales	2037
Rooftop Motel	146 Glebe Point Road	Glebe	New South Wales	2037
The Haven Inn	196 Glebe Point Road	Glebe	New South Wales	2037
Alishan International	100 Glebe Point Road	Glebe	New South Wales	2037
Camellia Haven	1395 Old Northern Road	Glenorie	New South Wales	2157
Parramatta View Serviced Apartments	10 Bridge Street	Granville	New South Wales	2142
Bankstown Motel 10	Cnr Hume Highway and Northcote Road	Greenacre	New South Wales	2190
The Palms	167 Hume Highway	Grrenacre	New South Wales	2190
Greystanes Inn	701 Merrylands Road	Greystanes	New South Wales	2145

<b>Company</b>	<b>Street</b>	<b>Suburb</b>	<b>City</b>	<b>Postal Code</b>
Guilford Golf View	150 Rawson Road	Guilford	New South Wales	2161
Sheridan Hotel	Cnr Fairfield Road and MCreddie Road	Guilford	New South Wales	2161
Metro Motor Inn Haberfield	171 Parramatta Road	Haberfield	New South Wales	2045
Palm Court Motor Inn	17-23 Parramatta Road	Haberfield	New South Wales	2045
All Seasons Darling Harbour	7 Little Pier Street	Haymar	New South Wales	2000
Capitol Square Hotel Sydney	Cnr Campbell Street and George Street	Haymarket	New South Wales	2000
Country Comfort Sydney Central	Cnr George Street and Quay Street	Haymarket	New South Wales	2000
Pacific International Inn - Sydney	717 George Street	Haymarket	New South Wales	2000
Royal Garden International	431 Pitt Street	Haymarket	New South Wales	2000
Southern Cross Towers All Suite Hotel	Cnr Coulbern Street and Wentworth Street	Haymarket	New South Wales	2000
Medina Executive Sydney Central	2 Lee Street	Haymarket	New South Wales	2000
Novotel Homebush Bay	Olympic Boulevard	Homebush Bay	New South Wales	2140
Hotel Ibis Homebush Bay	Olympic Boulevard	Homebush Bay	New South Wales	2140
The Hornsby Inn	Cnr Hunter Street and Burdett Street	Hornsby	New South Wales	2077
Addisons on Anzac	147 Anzac Parade	Kensington	New South Wales	2033
Glensynd Motor Inn	35 Alison Road	Kensington	New South Wales	2033
Parkview Private Hotel	7 Alison Road	Kensington	New South Wales	2033
Barker Lodge Motor Inn	32 Barker Street	Kingsford	New South Wales	2032
Elite Private Hotel	133 Carabella Street	Kirribilli	New South Wales	2061
Glenferrie Boutique Hotel	12a Carabella Street	Kirribilli	New South Wales	2061
Kirribilli Court	45 Carabella Street	Kirribilli	New South Wales	2061
Tremayne Private Hotel	89 Carabella Street	Kirribilli	New South Wales	2061

<b>Company</b>	<b>Street</b>	<b>Suburb</b>	<b>City</b>	<b>Postal Code</b>
Madisons Mountain Retreat	1880 Bells Line of Road	Kurranjong Heights	New South Wales	2758
Trellises Guest House	11 Warks Hill Road	Kurrajong Heights	New South Wales	2758
Bellbird Motel	Bells Line of Road	Kurrajong	New South Wales	2758
Country Comfort Hotel - Lane Cove	Gatacre Avenue (Off Pacific Highway)	Lane Cove	New South Wales	2066
Metro Suites Lane Cove	302 Burns Bay Road	Lane Cove	New South Wales	2066
Linley Point Harbourview	16 Houghton Street	Lane Cove	New South Wales	2066
Lansdowne Motor Inn	161 Hume Highway	Lansvale	New South Wales	2166
Lidcombe Motor Inn	Cnr Mark Street and Taylor Street	Lidcombe	New South Wales	2141
Liberty Plains Motor Inn	5 Olympic Drive	Lidcombe	New South Wales	2141
El Toro Motor Inn	Homepride Avenue	Liverpool	New South Wales	2170
Fontainebleau Inn	467 Hume Highway	Liverpool	New South Wales	2170
Two Rivers Retreat	201 River Road	Lower Portland	New South Wales	2756
Ferndale Private Hotel	River Road	Lower Portland	New South Wales	2756
Lucas Heights Motel	New Illawara Road	Luca Heights	New South Wales	2234
Manly Pacific Parkroyal	55 North Steyne	Manly	New South Wales	2095
Radisson Kestrel Hotel on Manly Beach	8-13 South Steyne	Manly	New South Wales	2095
Manly Paradise Motel and Apartments	54 North Steyne	Manly	New South Wales	2095
Manly Beach Resort	6 Carlton Street	Manly	New South Wales	2095
Manly Seaview Motel and Apartments	Cnr Pacific Street and Malvern Avenue	Manly	New South Wales	2095
Steyne Hotel	75 The Corso	Manly	New South Wales	2095
Grand Esplanade Quest Establishment	54A West Esplanade	Manly	New South Wales	2095
Bella Vista	96 North Steyne (Cnr Pine Street)	Manly	New South Wales	2095

<b>Company</b>	<b>Street</b>	<b>Suburb</b>	<b>City</b>	<b>Postal Code</b>
Manly Ocean Royale	69 North Steyne	Manly	New South Wales	2095
Manly Surfside Apartments	96 North Steyne	Manly	New South Wales	2095
Pacific Harbour Units	42 Victoria Parade	Manly	New South Wales	2095
Caprice	88 North Steyne	Manly	New South Wales	2095
The Sands	114 North Steyne	Manly	New South Wales	2095
Manly National	22 Central Avenue	Manly	New South Wales	2095
Strathaven Harbourfront	29 The Crescent	Manly	New South Wales	2095
Waterside Apartments	48 Sydney Road	Manly	New South Wales	2095
Merrivale	22 Ashburner Street	Manly	New South Wales	2095
Santa-Fe	46 Victoria Parade	Manly	New South Wales	2095
Hemingford	73 Eurobin Avenue	Manly	New South Wales	2095
Killara	50 Eurobin Avenue	Manly	New South Wales	2095
Mystic Units	82 North Steyne	Manly	New South Wales	2095
Periwinkle - Manly Cove	18-19 East Esplanade	Manly	New South Wales	2095
The Possum Tree Guest House	83 King Street	Manly Vale	New South Wales	2093
Sands Hotel	32 Curtain Crescent	Maroubra	New South Wales	2035
Trade Winds Hotel	200 Maroubra Road	Maroubra Junction	New South Wales	2035
Parkroyal Sydney Airport	Cnr Bourke Road and O'Riordan Street	Mascot	New South Wales	2020
Sheraton Sydney Airport Hotel	Cnr O'Riordan Street and Robey Street	Mascot	New South Wales	2020
Harbourside Apartments	2A Henry Lawson Avenue	McMahons Point	New South Wales	2060
Milperra Palms Hotel Motel	189 Beaconsfield Street	Milperra	New South Wales	2214
Duxton Hotel	88 Alfred Street	Milsons Point	New South Wales	2061

<b>Company</b>	<b>Street</b>	<b>Suburb</b>	<b>City</b>	<b>Postal Code</b>
Metro Motor Inn - Miranda	Cnr The Kingsway and Jackson Avenue	Miranda	New South Wales	2228
Reef Resort	8-12 Terrol Crescent	Mona Vale	New South Wales	2103
Mt Kuring-Gai Motel	705 Pacific Highway	Mount Kuring-Gai	New South Wales	2080
Angel Motel	Cnr The Northern Road and Camden Valley Way	Narellan	New South Wales	2567
Narrabeen Sands Hotel	1260 Pitterwater Road	Narrabeen	New South Wales	2101
Carnarvon Manor	51 Wycombe Road	Neutral Bay	New South Wales	2089
Neutral Bay Motor Lodge	45 Kurraba Road	Neutral Bay	New South Wales	2089
Newport Mirage	Cnr Queens Parade and Kalinya Street	Newport	New South Wales	2106
Newport Arms	Kalinya Street	Newport	New South Wales	2106
Billabong Gardes	5-11 Egan Street	Newtown	New South Wales	2042
Australian Sunrise Lodge	485 King Street	Newtown	New South Wales	2042
Parramatta Furnished Apartments	18 Bellevue Street	North Parramatta	New South Wales	2151
Stamford North Ryde	Cnr Epping Road and Herring Road	North Ryde	New South Wales	2113
Travelodge Macquarie North Ryde	Talavera Road, Macquarie University	North Ryde	New South Wales	2113
Medina Executive North Ryde	2-12 Busaco Road	North Ryde	New South Wales	2113
Harbour View Hotel North Sydney	17 Blue Street	North Sydney	New South Wales	2060
Rydges North Sydney	54 McLaren Street	North Sydney	New South Wales	2060
The McLaren	25McLaren	North Sydney	New South Wales	2060
Northshore Hotel	310 Miller Street	North Sydney	New South Wales	2060
The Falls Resort and Convention Centre	1110 Oxford Falls Road	Oxford Falls	New South Wales	2100
Sullivans Hotel	21 Oxford Street	Paddington	New South Wales	2021
Medina Executive Paddington	400 Glenmore Road	Paddington	New South Wales	2021

<b>Company</b>	<b>Street</b>	<b>Suburb</b>	<b>City</b>	<b>Postal Code</b>
Olympic Hotel	308 Moore Park Road	Paddington	New South Wales	2021
The Ferry House	1120 Barrenjoey Road	Palm Beach	New South Wales	2108
Jonah's Resturant and Accommodation	69 Bynya Road	Palm Beach	New South Wales	2108
Barrenjoey House	1108 Barrenjoey Road	Palm Beach	New South Wales	2108
Gazebo	350 Church Street	Parramatta	New South Wales	2150
Courtyard by Marriott	18-40 Anderson Street	Parramatta	New South Wales	2150
Pacific International Suites	Cnr Parkes Street and Valentine Street	Parramatta	New South Wales	2150
Argyle Street Hotel	111 Argyle Street	Parramatta	New South Wales	2150
Parkroyal Parramatta	30 Phillip Street	Parramatta	New South Wales	2150
Parramatta City Motel	Cnr Great Western Highway and Marsden Street	Parramatta	New South Wales	2150
Parramatta Central Motel	32 Station Street	Parramatta	New South Wales	2150
Harborne Bed and Breakfast	21 Boundary Street	Parramatta	New South Wales	2150
The Chifley on City View	Cnr Pennant Hills Road and City View Road	Pennant Hills	New South Wales	2120
Panthers World of Entertainmnet	Cnr Mulgoa Road and Jamison Road	Penrith	New South Wales	2750
Log Cabin	Memorial Avenue	Penrith	New South Wales	2750
Penrith Valley Inn	Cnr Great Western Highway and Memorial Avenue	Penrith	New South Wales	2750
Penrith Hotel	297 High Street	Penrith	New South Wales	2750
Grey Gums	Cnr Mulgoa Road and Blaikie Road	Penrith	New South Wales	2750
Jamison Hotel	Smith Street	Penrith	New South Wales	2750
Nepean Shores	6 Tench Avenue	Penrith	New South Wales	2750
Picton Village Motel	1665 Old Hume Highway	Picton	New South Wales	2571



<b>Company</b>	<b>Street</b>	<b>Suburb</b>	<b>City</b>	<b>Postal Code</b>
Mowbray Park Farm Holiday	Barkers Lodge Road	Picton	New South Wales	2571
Rex Hotel - Sydney	50-58 Macleay Street	Potts Point	New South Wales	2011
The Crescent on Bayswater	33 Bayswater Road	Potts Point	New South Wales	2011
Holiday Inn Potts Point Sydney	203 Victoria Street	Potts Point	New South Wales	2011
The Landmark Parkroyal Hotel	81 Macleay Street	Potts Point	New South Wales	2011
De Vere Hotel	44 Macleay Street	Potts Point	New South Wales	2011
Hotel Capital	111 Darlinghurst Road	Potts Point	New South Wales	2011
Kingsview Motel	30 Darlinghurst Road	Potts Point	New South Wales	2011
Millenium Hotel Sydney	Top of William Street	Potts Point	New South Wales	2011
Azure Macleay Executive Apartments	40 Macleay Street	Potts Point	New South Wales	2011
Oakford Potts Point	10 Wylde Street	Potts Point	New South Wales	2011
The Grantham	1 Grntham Street	Potts Point	New South Wales	2011
New Hampshire Apartments	2 Springfield Avenue	Potts Point	New South Wales	2011
Macleay Serviced Apartments	28 Macley Street	Potts Point	New South Wales	2011
Regents Court	18 Springfield Avenue	Potts Point	New South Wales	2011
Hotel 59	59 Bayswater Road	Potts Point	New South Wales	2011
Astoria Private Hotel	9 Darlinghurst Road	Potts Point	New South Wales	2011
Cross Court Tourist Hotel	203 Brougham Street	Potts Point	New South Wales	2011
Holiday Lodge	55 Macleay Street	Potts Point	New South Wales	2011
Barclay	17 Bayswater Road	Potts Point	New South Wales	2011
Star City	80 Pyrmont Street	Pyrmont	New South Wales	2009
Harbourside Executive Apartments	Shop 128, 243 Pyrmont Street	Pyrmont	New South Wales	2009
Gemini Motel	65 Belmore Road	Randwick	New South Wales	2031

<b>Company</b>	<b>Street</b>	<b>Suburb</b>	<b>City</b>	<b>Postal Code</b>
Esron Motel	Cnr Dudley Street and St Paul Street	Randwick	New South Wales	2031
Medina Classic Randwick	63-65 St Marks Road	Randwick	New South Wales	2031
Central Railway Motel	240 Chalmers Street	Redfern	New South Wales	2016
Park Lodge Hotel	747 South Dowling Street	Redfern	New South Wales	2016
Alfred Park Budget	207 Cleveland Street	Redfern	New South Wales	2016
The Colonial Motel	161 March Street	Richmond	New South Wales	2753
Country Comfort root Hill	Cnr Railway Street and Sherbrooke Street	Rooty Hill	New South Wales	2766
Mercure Hotel Parramatta	106 Hassall Street	Rosehill	New South Wales	2142
Rydges Parramatta	116 James Ruse Drive	Rosehill	New South Wales	2142
Rushcutters Hobourside Sydney	100 Bayswater Road	Rushcutters Bay	New South Wales	2011
The Bayside Hotel	85 New South Head Road	Rushcutters Bay	New South Wales	2011
Metro Motor Inn Ryde	Cnr Victoria Road and Bowden Street	Ryde	New South Wales	2112
The Maharlika Garden Serviced Apartments	17 William Street	Ryde	New South Wales	2112
Sans Souci Motor Inn	410 Rocky Point Road	Sans Souci	New South Wales	2219
The Court House	Upper Macdonald Road	St Albans	New South Wales	2775
Blue Cattle Dog Hotel Motel	Cnr Mamre Drive and Banks Drive	St Clair	New South Wales	2759
Mercure Hotel St Leonards	194 Pacific Highway	St Leonards	New South Wales	2065
Greenwich Inn	196 Pacific Highway	St Leonards	New South Wales	2065
Motel Formule 1 St Peters	178 Princess Highway	St Peters	New South Wales	2044
Motel Formule 1 Endfield	626-628 Hume Highway	Strathfield South	New South Wales	2136
Town and Country Motel	401 Liverpool Road	Strathfield	New South Wales	2135
Spanish Inn Motor Lodge	Cnr Liverpool Road and Homebush Road	Strathfield	New South Wales	2135

<b>Company</b>	<b>Street</b>	<b>Suburb</b>	<b>City</b>	<b>Postal Code</b>
Marco Polo Motor Inn	42 Parramatta Road	Summer Hill	New South Wales	2130
Cambridge Park Inn International	212 Riley Street	Surry Hills	New South Wales	2010
Oxford Koala Hotel and Apartments	Cnr Oxford Street and Pelican Street	Surry Hills	New South Wales	2010
City Crown Lodge International	289 Crown Street	Surry Hills	New South Wales	2010
Royal Exhibition	86 Chalmers Street	Surry Hills	New South Wales	2010
Medina on Crown	359 Crown Street	Surry Hills	New South Wales	2010
Sutherland Motel	2 Aldgate Street	Sutherland	New South Wales	2232
Abcot Inn	410 Princes Highway	Sylvania Heights	New South Wales	2224
Checkers Resort and Conference Centre	331 Mona Vale Road	Terrey Hills	New South Wales	2084
Hotel Unilodge Sydney	Cnr Broadway Street and Bay Street	Ultimo	New South Wales	2007
Mercure Hotel Lawson City West	383-389 Bulwara Road	Ultimo	New South Wales	2007
The Lord Woseley Hotel	265 Bulwara Road	Ultimo	New South Wales	2007
Gateway Motel Vineyard	Cnr Windsor Road and Boundary Road	Vineyard	New South Wales	2765
Alexander The Great	317 Windsor Road	Vineyard	New South Wales	2765
Tourmaline Hotel Motor Inn	Cnr Boundray Road and Windsor Road	Vineyard	New South Wales	2765
Ascot Motor Inn	18 Ingram Road	Wahroonga	New South Wales	2076
Wahroonga Spanish	33 Pacific Highway	Wahroonga	New South Wales	2076
Blue Gum	55 Pacific Highway	Waitara	New South Wales	2077
Hopewood Health Centre Guest House	103 Greendale Road	Wallacia	New South Wales	2745
Warwick Farm Grandstand Motel	7 Hume Highway	Warwick	New South Wales	2170
The Sunnybrook Hotel and Convention Centre	355 Hume Highway	Warwick	New South Wales	2170

<b>Company</b>	<b>Street</b>	<b>Suburb</b>	<b>City</b>	<b>Postal Code</b>
Motor Formule 1 Wentworth	377-383 Great Western Highway	Wentworthville	New South Wales	2145
West Ryde Motor Inn	1188 Victoria Road	West Ryde	New South Wales	2114
Wesley Lodge	175 Hawkesbury Road	Westmead	New South Wales	2145
Tropicana Licensed Motel Hotel	Rose Street	Wilberforce	New South Wales	2756
Hawkesbury Lodge	61 Richmond Road	Windsor	New South Wales	2756
The Windsor Terrace	47 George Street	Windsor	New South Wales	2756
Winston Hills Hotel	Cnr Caroline Chisolm Drive and Junction Road	Winston Hills	New South Wales	2153
Wisemans Ferry Country Retreat	Old Northern Road	Wisemans Ferry	New South Wales	2775
The Historic Hughenden Boutique Hotel	14 Queen Street	Woollahra	New South Wales	2025
Woollahra Terraces	52 Edgecliff Road	Woollahra	New South Wales	2025
Woolloomooloo Waters Apartment	88 Dowling Street	Woolloomooloo	New South Wales	2011
The Sydney Boulevard	90 William Street	Woolloomooloo	New South Wales	2011
Harbour City Hotel	50 Sir John Young Crescent	Woolloomooloo	New South Wales	2011
Mariners Court Hotel	44-50 McElhone Street	Woolloomooloo	New South Wales	2011

## Appendix Nine: Results of the Atlanta and Sydney Questionnaires

### PART A:

**Question 1:** Which countries generate the greatest number of foreign visitors for your hotel?

	<b>ATLANTA</b>		<b>SYDNEY</b>	
<b>Country:</b>	<b>Frequency:</b>	<b>Percent:</b>	<b>Frequency:</b>	<b>Percent:</b>
Asia	2	4.1	4	5.3
Australia	-	-	8	10.8
Belgium	1	2	-	-
Canada	19	44.6	-	-
China	2	4.1	10	13.3
Cook Islands	-	-	1	1.3
El Salvador	1	2.4	-	-
England / United Kingdom	23	46.9	45	59.2
Europe	1	2	7	9.4
Finland	1	2.4	-	-
France	4	8.2	-	-
Germany	25	53.7	19	25.1
Holland	-	-	2	2.6
Hong Kong	-	-	2	2.6
India	3	6.1	2	2.6
Indonesia	-	-	3	3.9
Ireland	-	-	2	2.6
Israel	3	7.1	-	-
Italy	2	4.1	1	1.3
Japan	19	41.2	19	25.7
Korea	2	4.1	5	6.6
Mixed	-	-	1	1.4
Mexico	10	20.4	-	-
Netherlands	1	2.4	1	1.4
New Caledonia	-	-	2	2.6
New Zealand	-	-	23	30.3
Noumea	-	-	1	1.4
Noumea / New Caledonia	-	-	1	1.3
Other	-	-	2	2.6
Samoa	-	-	1	1.3
Singapore	-	-	5	6.6
South Africa	-	-	1	1.3
South America	1	2	-	-
Spain	1	2	-	-
Sweden	1	2.4	1	1.4
Switzerland	-	-	1	1.3
Taiwan	-	-	5	6.6
Tonga	-	-	1	1.4
United States of America	2	4.8	32	43.8
USA / Canada	-	-	1	1.4

**Question 2:** In your opinion, what is their primary purpose for visiting your hotel?

	<b>ATLANTA</b>		<b>SYDNEY</b>	
<b>Purpose of Visit:</b>	<b>Frequency:</b>	<b>Percent:</b>	<b>Frequency:</b>	<b>Percent:</b>
Business	34	69.4	16	21.1
Tourism	10	20.4	45	59.2
Visiting	-	-	6	7.9
Business / Tourism	3	6.1	2	2.6
Business / Tourism / Visiting	1	2	3	3.9
Business / Visiting	1	2	-	-
Tourism / Relatives	-	-	3	3.9
Hospital Treatment	-	-	1	1.3

**Question 3:** Do you feel that there will be an increase of business from foreign visitors for your hotel in the future?

	<b>ATLANTA</b>	<b>SYDNEY</b>
Yes	42.9%	42.1%
No	57.1%	55.3%
Unknown	-	1.3%
Maybe	-	1.3%

**Question 5:** Which countries will generate the greatest increase in foreign visitors to your hotel?

	<b>ATLANTA</b>		<b>SYDNEY</b>	
<b>Country:</b>	<b>Frequency:</b>	<b>Percent:</b>	<b>Frequency:</b>	<b>Percent:</b>
Asia	-	-	7	9.2
Asia Pacific	-	-	1	1.3
Australia	-	-	2	2.6
Brazil	1	2	-	-
Canada	9	18.3	-	-
China	2	4.1	12	15.8
England / United Kingdom	11	22.4	23	30.3
Europe	3	6.1	8	10.5
Finland	1	2	-	-
France / Italy	-	-	1	1.3
Germany	13	26.5	13	17.1
Holland	-	-	3	3.9
India	2	4.1	1	1.3
Indonesia	-	-	1	1.3
Iran	-	-	1	1.3
Iraq	-	-	1	1.3
Ireland	-	-	1	1.3
Israel	2	4.1	-	-
Italy	2	4.1	1	1.3
Japan	12	24.5	16	21.1

Korea	1	2	4	5.3
Lebanon	-	-	1	1.3
Malaysia	-	-	1	1.3
Mexico	5	10.2	-	-
Netherlands	-	-	1	1.3
New Zealand	-	-	14	18.4
Noumea	-	-	1	1.3
Noumea / New Caledonia	-	-	1	1.3
Pacific Islands	-	-	1	1.3
Scandinavia	-	-	1	1.3
Singapore	-	-	3	3.9
South Africa	-	-	1	1.3
South America	3	6.1	-	-
South East Asia	-	-	2	2.6
Spain	1	2	-	-
Sweden	1	2	-	-
Taiwan	1	2	2	2.6
Thailand	1	2	-	-
UK / Europe	-	-	1	1.3
United States of America	1	2	18	23.7
USA / Canada	-	-	1	1.3

**Question 6:** Do you promote your hotel abroad?

	<b>ATLANTA</b>	<b>SYDNEY</b>
Yes	38.8%	60.5%
No	59.2%	39.5%

**Question 7:** If yes, which countries do you target?

	<b>ATLANTA</b>		<b>SYDNEY</b>	
<b>Country:</b>	<b>Frequency:</b>	<b>Percent:</b>	<b>Frequency:</b>	<b>Percent:</b>
All	2	4.1	3	3.9
Asia	-	-	10	13.1
Canada	4	8.2	-	-
China	1	2	-	-
France	1	2	-	-
Germany	3	6.1	4	5.2
Italy	1	2	1	1.3
Japan	6	12.2	10	13.2
Korea	-	-	1	1.3
New Caledonia	-	-	1	1.3
New Zealand	-	-	16	21.1
North America	-	-	26	34.2
North Asia	-	-	1	1.3
Philippines	-	-	1	1.3
South Africa	-	-	1	1.3
South America	2	4.1	-	-

South East Asia	-	-	2	2.6
Switzerland	1	2	-	-
UK and Europe	11	22.4	34	44.7

**PART B:**

**Question 1:** How many full-time staff members does your hotel have?

	<b>ATLANTA</b>		<b>SYDNEY</b>	
<b>Number of Employees:</b>	<b>Frequency:</b>	<b>Percent:</b>	<b>Frequency:</b>	<b>Percent:</b>
25 or under	31	63.3	48	63.2
26 – 50	9	18.4	9	11.8
51 – 100	2	4.1	7	9.2
101 – 200	1	2	9	11.8
200 plus	4	8.2	3	3.9

**Question 2:** Does your hotel recruit employees from outside the USA / Australia?

	<b>ATLANTA</b>	<b>SYDNEY</b>
Yes	20.4%	18.4%
No	75.5%	82.9%

**Question 3:** Does your hotel recruit employees from outside the USA / Australia who require work permits to work in the USA / Australia?

	<b>ATLANTA</b>	<b>SYDNEY</b>
Yes	24.5%	18.4%
No	65.3%	80.3%

**Question 4:** What percentage of your employees are classified as America / Australian as opposed to nationalities other than American / Australian

	<b>ATLANTA</b>	<b>SYDNEY</b>
<b>American / Australian</b>	<b>Percent:</b>	<b>Percent:</b>
0 – 10	4.1	5.2
11 – 20	8.1	2.6
21 – 30	4	2.6
31 – 40	6.1	2.6
41 – 50	26.5	11.8
51 – 60	8.1	1.3
61 – 70	2	3.9
71 – 80	10.2	13.1
81 – 90	4	13.1
91 – 100	8.1	39.4
<b>Other than</b>		
0 – 10	24.4	51.2



11 – 20	14.2	11.8
21 – 30	2	6.5
31 – 40	6.1	1.3
41 – 50	26.5	10.5
51 – 60	8.1	3.9
61 – 70	2	2.6
71 – 80	6.1	2.6
81 – 90	6.1	-
91 – 100	-	5.2

**Question 5:** Do you carry out market research to assess the type of foreign language skills required by your staff?

	<b>ATLANTA</b>	<b>SYDNEY</b>
Yes	18.4%	7.9%
No	81.6%	92.1%

**Question 6:** Does your hotel require any members of staff to be bilingual?

	<b>ATLANTA</b>	<b>SYDNEY</b>
Yes	28.6%	21.1%
No	81.6%	78.9%

If yes, please state what languages:

<b>Languages:</b>	<b>ATLANTA</b>	<b>SYDNEY</b>
European Languages	30.6%	3.9%
Asian Languages	-	6.6%
European and Asian Languages	-	11.8%
Tongan / Samoan	-	1.3%
European, Asian and Arabic Languages	-	1.3%

What is their position in the hotel?

<b>Position:</b>	<b>ATLANTA</b>	<b>SYDNEY</b>
Front-of-house	24.5%	14.5%
Front-of-house and Back-of-house	-	5.3%
Hotel Sales Manager	-	1.3%
Management	2.0%	1.3%
Assistant General Manager	2.0%	-
General Manager	2.0%	-
Security	-	1.3%
Front-line to Management	-	1.3%

**Question 7:** Which of the following factors are most important for your hotel when recruiting front-of-house staff: attitude, previous experience, communication skills, personal appearance, foreign language skills, social skills, other?

	Atlanta	Sydney	Atlanta	Sydney	Atlanta	Sydney
Factor:	Important	Important	Average	Average	Not Important	Not Important
Attitude	85.8%	89.5%	2%	1.3%	10.2%	7.9%
Previous Experience	14.3%	30.3%	40.8%	40.8%	38.7%	27.6%
Communication Skills	81.6%	82.9%	6.1%	6.6%	10.2%	9.2%
Personal Appearance	63.2%	67.1%	18.4%	17.1%	14.3%	13.2%
Foreign Language Skills	16.3%	15.8%	20.4%	15.8%	57.1%	63.1%
Social Skills	61.2%	57.8%	20.4%	17.1%	14.3%	22.3%

Other factors mentioned by Atlanta hoteliers were: aptitude and presentation (2.0%), ability to do the job (22.4%), and punctuality and showing up (2.0%)

Other factors that Sydney hoteliers cited as important when recruiting front-of-house staff were; aptitude and presentation (1.3%), ability to do the job (32.9%), presentation (1.3%), punctuality and showing up (2.6%), eager to work (2.6%), and flexibility (1.3%)

**Question 8:** How many foreign languages other than English does your front-of-house staff currently speak?

	ATLANTA		SYDNEY	
Number of Languages:	Frequency:	Percent:	Frequency:	Percent:
0	4	8.2	9	11.8
1	16	32.7	11	14.5
2	19	38.8	16	21.1
3	6	12.2	13	17.1
4	3	6.1	6	7.9
5	-	-	6	7.9
Over 5	1	2	9	11.8

**Question 11:** How are your employees encouraged to train in languages?

	ATLANTA	SYDNEY	ATLANTA	SYDNEY
<b>Incentives:</b>	<b>Yes</b>	<b>Yes</b>	<b>No</b>	<b>No</b>
Enhanced Promotional Prospects	32.7%	15.8%	67.3%	82.9%
Financial Incentives	14.3%	6.6%	85.7%	92.1%
Requirements of the Job	8.2%	14.5%	91.8%	84.2%
Free Availability	28.6%	17.1%	71.4%	81.6%
Financial Support	14.3%	6.6%	85.7%	92.1%

**Question 12:** Does your hotel have a foreign language training program for employees?

	ATLANTA	SYDNEY
Yes	14.3%	0%
No	85.7%	98.7%

**Question 13:** Does your hotel offer any incentives for employees undertaking foreign language courses outside their place of employment?

	ATLANTA	SYDNEY
Yes	22.4%	5.3%
No	77.6%	93.4%

**Question 14:** Do you think your front-of-house staff who have contact with foreign visitors have an adequate understanding of the following: (a) appropriate cultural and social behaviour, and (b) business norms and behaviour?

	ATLANTA	SYDNEY
<b>(a)</b>		
Yes	57.1%	72.4%
No	40.8%	23.7%
<b>(b)</b>		
Yes	63.3%	69.7%
No	34.7%	26.3%

**Question 15:** Does your hotel have an in-house cultural awareness training program?

	ATLANTA	SYDNEY
Yes	18.4%	14.5%
No	81.6%	84.2%

If yes, which employees is it open to?

<b>Position:</b>	<b>ATLANTA</b>	<b>SYDNEY</b>
Front-of-house	4.1%	-
Management	2.0%	-
Front-of-house / Back-of-house / Management / Supervisory	12.2%	15.8%

**Question 16:** Does your hotel have a language policy?

	<b>ATLANTA</b>	<b>SYDNEY</b>
Yes	8.2%	5.3%
No	91.8%	93.4%

**Question 17:** Please rank the following statements according to their importance for your hotel.:

- (a) International guest represent a growth market for our hotel
- (b) The ability to communicate in our guests' language gives the hotel a competitive edge
- (c) The current hospitality training programmes in colleges and universities should include more language training
- (d) The current hospitality training programmes in colleges and universities should include more cultural awareness training
- (e) Hotels should provide incentives for language training for their employees
- (f) Hotels should provide incentives for cultural awareness training for their employees
- (g) Foreign language training skills should become a prerequisite for recruiting hotel guest service employees

	<b>ATLANTA</b>	<b>SYDNEY</b>	<b>ATLANTA</b>	<b>SYDNEY</b>	<b>ATLANTA</b>	<b>SYDNEY</b>
<b>Statement:</b>	<b>Agree</b>	<b>Agree</b>	<b>Neither</b>	<b>Neither</b>	<b>Disagree</b>	<b>Disagree</b>
A	36.7%	52.6%	20.4%	22.4%	40.8%	19.7%
B	49.0%	44.7%	28.6%	23.7%	20.4%	26.3%
C	55.1%	51.3%	28.6%	28.6%	16.3%	16.3%
D	53.1%	54.8%	32.7%	22.4%	12.2%	11.8%
E	53.1%	38.2%	22.4%	28.9%	22.5%	27.7%
F	36.8%	39.5%	26.5%	28.9%	34.7%	26.3%
G	16.3%	13.2%	36.7%	22.4%	44.9%	59.2%

**Question 18:** Have you any plans to increase your training provision in languages in the next five years?

	<b>ATLANTA</b>	<b>SYDNEY</b>
Yes	10.2%	3.9%
No	87.8%	94.7%

## PART C:

**Question 1:** How would you best describe the location of your hotel?

	ATLANTA		SYDNEY	
Location:	Frequency:	Percent:	Frequency:	Percent:
City Centre	9	18.4	35	46.1
Town	3	6.1	6	7.9
Suburb	32	65.3	28	36.8
Country	-	-	4	5.3
Airport	3	6.1	2	2.6
Corporate Centre	1	2	-	-

**Question 2:** How many guest bedrooms does your hotel have?

	ATLANTA		SYDNEY	
Number of Rooms:	Frequency:	Percent	Frequency:	Percent:
1 – 25	3	6.1	11	14.5
26 – 50	-	-	17	22.4
51 – 100	12	24.5	21	27.6
101 – 200	24	49	14	18.4
200 plus	9	18.4	13	17.1

**Question 3:** How is your hotel graded?

	ATLANTA		SYDNEY	
Grade:	Frequency:	Percent:	Frequency:	Percent:
1 star	2	4.1	2	2.6
2 star	4	8.2	7	9.2
3 star	28	57.1	34	44.7
4 star	12	24.5	27	35.5
5 star	1	2	5	6.6

**Question 4:** Which organization(s) have graded your hotel?

Organisation:	ATLANTA	SYDNEY
National Tourist Board	-	5.3%
AAA	98.0%	69.7%
RAC	-	13.2%

**Question 5:** What is your average daily room rate?

	ATLANTA		SYDNEY	
Room Rate:	Frequency:	Percent:	Frequency:	Percent:
Up to US\$25/ Up to A\$50	-	-	2	2.6
US\$26-US\$50/ A\$51-A\$100	10	20.4	26	34.2
US\$51-US\$100/ A\$101-A\$150	26	53.1	35	46.1
Over US\$100/ Over A\$150	13	26.5	12	15.8

**Question 6:** Which of the following facilities does your hotel offer to its guests:

- (a) Acceptance of foreign credit cards
- (b) In-house currency exchange
- (c) Promotional materials in foreign languages
- (d) Concierge services
- (e) Foreign language newspapers
- (f) Voice mail telephone message service
- (g) International or ethnic food served in the restaurant
- (h) Kosher or Halal food available in restaurants
- (i) Availability of foreign television and radio channels
- (j) Availability of translators and language interpreters
- (k) Multi-lingual service staff
- (l) Computer software in foreign languages
- (m) Subscription to telephone translator services
- (n) Guest bedrooms that indicate the direction of Mecca

	ATLANTA	SYDNEY	ATLANTA	SYDNEY
Facility:	Yes	Yes	No	No
A	63.3%	89.5%	36.7%	10.5%
B	10.2%	43.4%	89.8%	56.6%
C	12.2%	25.0%	87.8%	75.0%
D	32.7%	56.6%	67.3%	43.4%
E	8.2%	7.9%	91.8%	92.1%
F	69.4%	36.8%	30.6%	63.2%
G	16.3%	34.2%	83.7%	65.8%
H	8.2%	3.9%	91.8%	96.1%
I	32.7%	19.7%	67.3%	80.3%
J	18.4%	21.1%	81.6%	78.9%
K	51.0%	40.8%	49.0%	59.2%
L	2.0%	5.3%	98.0%	94.7%
M	12.2%	6.6%	87.8%	93.4%
N	-	2.6%	100%	97.4%

**Question 7:** What was your average occupancy in the last twelve months?

	ATLANTA		SYDNEY	
Occupancy:	Frequency:	Percent:	Frequency:	Percent:
20%-40%	1	2	1	1.3
40%-60%	13	26.5	20	26.3
60%-80%	33	67.3	42	55.3
80%-100%	1	2	12	15.8

**Question 8:** How culturally aware do you perceive your hotel to be?

	ATLANTA		SYDNEY	
Awareness Level:	Frequency:	Percent:	Frequency:	Percent:
Very Culturally Aware	7	14.3	6	7.9
Culturally Aware	11	22.4	27	35.5
Neither	22	44.9	31	40.8
Culturally Unaware	7	14.3	8	10.5
Very Culturally Unaware	1	2	2	2.6

**Question 9:** How important do you perceive cultural awareness to be?

	ATLANTA		SYDNEY	
Importance:	Frequency:	Percent:	Frequency:	Percent:
Very Important	14	28.6	13	17.1
Important	12	24.5	32	42.1
Neither	13	26.5	24	31.6
Not Important	8	16.3	2	2.6
Very Not Important	1	2	3	3.9

# Appendix Ten: Table 20

Table 20: Cross-tabulation of importance versus hotel star grading by city

		1 Star	2 Star	3 Star	4 Star	5 Star	Total
Sydney	Important						
	% within Importance	4.4%	11.1%	37.8%	37.8%	8.9%	100.0%
	% within Grading	100.0%	71.4%	50.0%	63.0%	80.0%	60.0%
	Neutral						
	% within Importance	-	4.2%	66.7%	25.0%	4.2%	100.0%
	% within Grading	-	14.3%	47.1%	22.2%	20.0%	32.0%
	Not Important						
	% within Importance	-	16.7%	16.7%	66.7%	-	100.0%
	% within Grading	-	14.3%	2.9%	14.8%	-	8.0%
	Total						
	% within Importance	2.7%	9.3%	45.3%	36.0%	6.7%	100.0%
	% within Grading	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Atlanta	Important						
	% within Importance	7.7%	3.8%	57.7%	26.9%	3.8%	100.0%
	% within Grading	100.0%	25.0%	53.6%	58.3%	100.0%	53.3%
	Neutral						
	% within Importance	-	-	72.7%	27.3%	-	100.0%
	% within Grading	-	-	28.6%	25.0%	-	23.4%
	Not Important						
	% within Importance	-	30.0%	50.0%	20.0%	-	100.0%
	% within Grading	-	75.0%	17.9%	16.7%	-	21.3%
	Total						
	% within Importance	4.3%	8.5%	59.6%	25.5%	2.1%	100.0%
	% within Grading	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

## Directional measures

City				Value
Sydney	Nominal by Interval	Eta	Importance Dependent	0.180
			Grading Dependent	0.064
Atlanta	Nominal by Interval	Eta	Importance Dependent	0.371
			Grading Dependent	0.168