

Research Article

Impact of Cross Cultural Training on Enhancing Customer Experience in Hotels of Amritsar

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Abstract

In the evolving hospitality landscape, cross-cultural competencies play a crucial role in shaping guest experiences. This study evaluates the impact of cross-cultural training on enhancing customer experience in star-category hotels in Amritsar, a prominent cultural and religious tourism destination in India. The research focuses on two key objectives: assessing the current level of cross-cultural training provided to hotel staff and analyzing its effect on guest satisfaction, communication, and service quality. A quantitative research design was employed, with data collected from 259 hotel staff across 17 hotels using a structured questionnaire. Statistical analyses, including t-tests and multiple regression, were conducted to evaluate training effectiveness. The findings indicate that cross-cultural training significantly enhances staff preparedness, competency, and understanding of diverse cultural practices. The training covers essential cultural norms, incorporates practical role-playing scenarios, and is reinforced through frequent sessions and comprehensive learning resources. The multiple regression analysis demonstrated that cross-cultural training accounts for 32.5% of the variance in customer experience enhancement, highlighting its substantial influence. Key benefits observed include improved guest interactions, enhanced service quality, increased guest satisfaction, greater employee confidence, and heightened cultural sensitivity. However, the ability to resolve cultural misunderstandings showed comparatively lower improvement, indicating a need for more targeted interventions. The study underscores the critical role of structured cross-cultural training programs in fostering an inclusive and guest-centric hospitality environment. It recommends continuous investment in adaptive training modules, real-world simulations, and feedback-driven refinements. These findings provide valuable insights for hotel management, policymakers, and hospitality educators in designing effective training strategies to address cultural diversity. Strengthening cross-cultural competencies among hotel staff can enhance service excellence, position Amritsar's hospitality sector more competitively on a global scale, and ensure an enriched guest experience.

Keywords

Cross-cultural Training, Customer Experience, Hospitality, Service Quality, Cultural Diversity

1. Introduction to Cross-Cultural Training

Interactions across cultural boundaries are essential to social relationships, business, education, and travel in today's global-

ized society. Due to disparities in communication styles, cultural norms, and beliefs, these interactions can be challenging

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even if they encourage creativity and teamwork. According to Earley, P. & Ang, Soon [7], by improving people's cultural awareness, adaptability, and interpersonal skills, cross-cultural training (CCT) has become a methodical way to get them ready to handle these complexity. The globalization of enterprises and the rise in cross-cultural interactions have increased the demand for cross-cultural training. According to Sparrow, Paul & Brewster, Chris & Chung, Chul. [4], organizations are aware that having strong cross-cultural abilities can enhance client connections, team dynamics, and operational effectiveness. According to Livermore [17], people gain from this kind of training by becoming more empathetic and culturally intelligent (CQ), two qualities that are essential for forming deep connections in a variety of settings. This paper presents the fundamentals and importance of cross-cultural training, emphasizing its development, applicability, and relevance in many settings. Successful cross-cultural training programs emphasize understanding cultural dimensions, cultivating intercultural communication skills, and cultivating cultural intelligence. As such, it is an essential instrument for bridging cultural divides and promoting world peace.

1.1. Definition and Importance of Cross-Cultural Training

According to Brislin and Yoshida [5], cross-cultural training (CCT) is the term for organized programs created to improve people's capacity to communicate successfully and suitably in multicultural settings by cultivating cultural awareness, knowledge, and skills. It entails comprehending and adjusting to cultural variations in conventions, communication styles, and beliefs in order to enable people to work effectively in a variety of contexts Earley, P. & Ang, Soon. [7] with. Sparrow, Paul & Brewster, Chris & Chung, Chul [4], companies with diverse teams depend on cross-cultural abilities to increase productivity, decrease misunderstandings, and improve collaboration. According to Livermore [17, 18], it helps people develop cultural intelligence (CQ), which is the capacity to adapt well to different cultural environments. In international company, expatriate preparedness, and multicultural team management, cross-cultural training is essential since it reduces the likelihood of cultural misunderstandings and disputes. Thomas et al., [26], in multicultural settings, it also promotes inclusivity and respect, which supports both professional and personal development. More cohesive teams in a variety of settings, improved performance in international markets, and more seamless interactions are all guaranteed by effective cross-cultural training.

1.2. Objectives and Goals of Cross-Cultural Training Programs

The goal of cross-cultural training programs is to give participants the abilities, know-how, and mindsets needed to successfully negotiate cultural differences in international

business, healthcare, education, and other fields. These programs' aims and objectives usually centre on promoting inclusivity, developing effective communication skills, and raising cultural knowledge. Here is a summary of the main findings from current research:

1.2.1. Cross Cultural Improving Cultural Competence

Developing cultural competence, which encompasses knowledge of cultural norms, values, and communication styles, is the main objective. This entails cultivating empathy and the capacity to modify actions to accommodate various cultural settings.

1.2.2. Improving Workplace Dynamics

Cross-cultural training in organizational contexts focuses on enhancing customer relations, workplace communication, and diversity policy compliance. These initiatives seek to promote inclusive behaviours that improve teamwork and productivity by addressing unconscious prejudices.

1.2.3. Effective Communication Skills

Fan A et al [16] stressed upon Intercultural communication training is essential for developing effective communication skills because it teaches participants how to negotiate verbal and nonverbal communication disparities. Active listening, empathy, and adjusting to other people's cultural preferences are all part of this.

1.2.4. Useful Applications

To strengthen learning, effective programs frequently include interactive components like role-plays, simulations, and real-world case studies. These techniques assist participants in putting abstract ideas into real-world situations.

1.2.5. Customized Methods

By carrying out a needs analysis, training may be made to meet the unique cultural dynamics and goals of the intended audience. This personalization increases the program's efficacy and relevance.

1.2.6. Evaluation and Follow-Up

Evaluations conducted after training are essential for gauging the effect on participants' communication and cultural awareness. eSoftSkills [30] report mentions that frequent follow-ups support and strengthen the abilities acquired during training.

1.3. Overview of Cross-Cultural Training in the Hospitality Industry

In the hotel sector, where cross-cultural encounters are commonplace, cross-cultural training has become an essential

tactic. Employees who get this training gain cultural intelligence (CQ), which enables them to recognize, value, and successfully adjust to cultural differences. In the hospitality industry, CQ—the capacity to work well in a variety of cultural contexts—is essential for promoting inclusivity and enhancing interpersonal interactions. Reiners, [20]; Kamal Abdien & Jacob [11], it improves customer satisfaction and organizational performance by enabling employees to manage the expectations of culturally varied guests. Cross-cultural training programs are used by hospitality firms to resolve potential misunderstandings, lessen prejudices, and establish inclusive workplace cultures. These courses frequently place a strong emphasis on cultivating a respectful workplace culture, learning how to resolve conflicts, and comprehending cultural norms. Nosratabadi et al., [19], by guaranteeing culturally sensitive procedures, training also fosters improved employee interactions and enhances guest services. Additionally, these training initiatives are incorporated into more comprehensive diversity management strategies that support business objectives. For instance, tactics like language-specific training and identity-conscious HR practices help a workforce be cohesive and effective when serving clients from throughout the world, Athens Journal of Tourism, [2]. Vieira J, Murat Hancer, Joana S, Eves A. [6] reinforced that these efforts have enhanced customer satisfaction, employee motivation, and the organization's reputation overall.

1.4. Benefits of Cross-Cultural Training for Hotel Staff

For hotel employees, cross-cultural training has several advantages that help them provide outstanding service in a culturally varied and international industry. Eric [29] study found that the improvement of cultural competency, which aids staff in comprehending and honouring the cultural customs and expectations of foreign visitors, is a major benefit. This comprehension guarantees that visitors feel appreciated and at ease, enhances communication, and lowers the possibility of misunderstandings. Additionally, in varied businesses, this kind of training promotes improved teamwork. It gives workers the tools they need to work together productively across cultural divides, reducing tensions and promoting an inclusive workplace. Nosratabadi et al., [19] research indicates that training-induced cultural intelligence (CQ) increases employee satisfaction, lowers attrition, and boosts morale. Cross-cultural training improves service quality and brand reputation from an organizational standpoint. Reiners, [20] opinions that hotels may strengthen their client relationships and increase repeat business and positive word-of-mouth by ensuring that employee actions are in line with the cultural values of the customers they serve. Vieira J, Murat Hancer, Joana S, Eves A. [6], furthermore, training initiatives assist larger diversity and inclusion objectives by reducing the effects of unconscious prejudices and guaranteeing fair treatment of both employees and visitors.

2. Cross-Cultural Competence and Customer Experience

Because cross-cultural competency ensures individualized, culturally aware interactions, it has a huge impact on the hospitality industry's guest experience. The expectations and tastes of visitors from a variety of backgrounds can be successfully accommodated by hospitality employees with excellent cultural intelligence, increasing client loyalty and pleasure. Cultural sensitivity, flexibility, and communication skills are emphasized in training programs because they lower misunderstandings and improve service quality. Koc, [12]; Sakdiyakorn & Wattanacharoensil, [21] added that these programs foster diversity, conform to international hospitality norms, and enhance brand recognition.

2.1. Key Components of Cross-Cultural Competence

Key elements necessary for successfully negotiating cross-cultural situations, particularly in diverse settings like hospitality are included in cross-cultural competence. These elements include intercultural attitudes, such as respect and curiosity for other cultures; intercultural competencies, which include cultural intelligence and communication skills; and intercultural qualities, such as openness and adaptability. Oxford Research Encyclopaedia of Psychology, [32] stated that, these components together improve a person's capacity to interact with individuals from diverse cultural backgrounds while reducing prejudices and misunderstandings. The Multicultural Personality Questionnaire (MPQ) and the Cultural Intelligence Survey (CQS), for example, are instruments used to evaluate these elements. They draw attention to qualities like emotional fortitude and cognitive flexibility, which are essential for productive cross-cultural communication. Oxford Research Encyclopaedia of Psychology, [32]; Diversity for Social Impact [28] study found that by promoting tolerance and understanding, incorporating cultural competency training into corporate procedures can enhance team relations and customer satisfaction.

2.2. Relationship Between Cross-Cultural Competence and Customer Satisfaction

In the hospitality sector, the relationship between cross-cultural competency and customer satisfaction is crucial since it affects how well services meet a range of cultural standards. Hofstede Insights [31] mentions that communication and trust between employees and clients are improved by cross-cultural competency, which encompasses cultural understanding, flexibility, and empathy. Culturally trained employees, for instance, are able to appropriately read nonverbal clues and adhere to cultural conventions, which promotes constructive relationships and lessens miscommunication. Soldatenko & Backer [24] found that customer loyalty and

general satisfaction are raised by this customized strategy. Additionally, cultural sensitivity enables service providers to adjust to different visitor expectations for level of personal attention and service quality. By showing respect for cultural variety, implementing strategies like hiring multilingual employees and providing cultural training improves customer relations. Szolnoki et al., [25] revealed that in culturally diverse environments, these actions greatly enhance the customer experience by fostering a friendly atmosphere.

2.3. Cross-Cultural Training Techniques and Strategies

In the hotel industry, cross-cultural training methods incorporate a number of tactics to improve workers' effectiveness and cultural flexibility. Interactive simulations and role-playing are important strategies that assist employees in rehearsing real-world situations. Staff members can provide an example of acceptable cultural practices by using social learning theory-based approaches, which promote learning through observation and reinforcement. Gohi et al., [8]; Sciendo, [22] understood that to help employees comprehend and adjust to cultural dynamics throughout time, cognitive-based training integrates theoretical frameworks like the U-Curve of Adjustment and cultural intelligence. Effectiveness and accessibility are guaranteed by blended learning, which combines online courses with live workshops. Peer-to-peer cultural learning is facilitated by mentoring programs that match seasoned employees with learners from various backgrounds. Alignment with changing consumer expectations and corporate goals is ensured by ongoing evaluation and feedback processes.

2.4. Common Methods and Approaches in Cross-Cultural Training

Improving intercultural competency in multinational corporations requires cross-cultural training. A number of techniques and strategies are frequently employed to give staff members the tools they need to deal with cultural differences. Bohórquez et al., [3] learned that classroom-based training is one well-known strategy that offers a controlled setting for learning etiquette, communication styles, and cultural standards. Kraus, [14] found that E-learning modules and self-paced online courses frequently supplement this, enabling staff members to access training content at their own leisure. Koskinen [13] added that role-playing and simulations are widely used to immerse participants in authentic cultural situations, encouraging a practical comprehension of cultural differences and collaboration. Additionally, cutting-edge technology are transforming cross-cultural training. Amolingua, [1] stated that to build immersive learning environments where employees can practice cultural relations in realistic scenarios, such a conference in a foreign nation, virtual reality (VR) and augmented reality (AR) have been

integrated into training programs. Because they tailor training materials according to each employee's development, artificial intelligence (AI)-driven personalized learning platforms are becoming more and more popular (Shin et al., 2023). Amolingua, [1] added that by adding competitive components like points, badges, and leader boards, gamification has been successful in making cross-cultural training interesting and inspiring. In the end, firms may improve communication, create inclusive settings, and raise cultural awareness by combining traditional methods with cutting-edge technologies that are suited to the demands of a varied workforce.

2.5. Best Practices for Implementing Cross-Cultural Training in Hotels

Adopting best practices that guarantee staff members are prepared to operate in multicultural teams and serve a broad clientele is necessary for hotels to implement cross-cultural training effectively. These procedures enhance employee performance and guest satisfaction while promoting a more welcoming atmosphere.

2.5.1. Tailored Training Materials

Fan A et al [16] proposed to adapt instructional materials to the particular cultural backgrounds of the hotel's patrons. Pay close attention to the main visitor groups' communication techniques, cultural values, and preferences. For instance, hotels catering to a local clientele might place more emphasis on local cultural understanding, whereas those with a sizable foreign clientele might stress global etiquette.

2.5.2. Blended Learning Models

Incorporate digital resources like online courses and e-learning modules with conventional in-person workshops. This combination preserves interactive learning while guaranteeing flexibility. Kraus [14] viewed that while in-person training can concentrate on practical skills like conflict resolution and cultural adaptation, employees can access digital content whenever it is convenient for them.

2.5.3. Experiential Learning

It involves promoting immersive learning through role-playing, simulations, and cultural exchange initiatives. Jiang, Y. et al. [10] stressed that these techniques give employees the opportunity to experience real-world scenarios, which enhances their problem-solving and cultural awareness. For example, staff members can manage delicate circumstances with more empathy and understanding if they participate in role-playing scenarios where they engage with guests from varied cultural backgrounds.

2.5.4. Continuous Evaluation and Feedback

To gauge the success of cross-cultural training initiatives, get input from both staff and visitors. The training material

can be improved and modified in light of this input to keep it impactful and current. La et al., [15] opine that staff members' cultural competency and opportunities for development are continuously revealed by routine evaluations conducted through surveys or performance reviews.

2.5.5. Leverage Technology

Guoqiang Z. et al [9] proposed that to replicate culturally varied surroundings, use cutting-edge technology like virtual reality (VR) and augmented reality (AR). Through immersive experiences offered by these technologies, staff members can practice cross-cultural interactions in a safe yet authentic environment. Shin et al., [23] observed that VR training courses, for instance, can simulate difficulties with cross-cultural communication, giving employees a hands-on, entertaining method to hone their skills.

2.5.6. Leadership Involvement

To set an example of inclusivity and encourage a top-down, culturally sensitive culture, hotel management should actively engage in cross-cultural training. Zhou & Lee, [27] suggested that in order to help employees navigate cultural differences in the workplace, managers and supervisors should also act as mentors.

Hotels may improve customer satisfaction, create a more welcoming and peaceful workplace, and make sure their employees are ready to handle the demands of foreign visitors by incorporating these best practices.

3. Research Objectives & Methodology

The study aimed to explore and evaluate the influence of cross-cultural training on the customer experience in hotels in Amritsar. The first objective was to assess the existing level of cross-cultural training provided to hotel staff. By analyzing this, the study sought to establish a foundation for understanding how well-prepared hotel staff were in terms of handling diverse cultural backgrounds of guests. The second objective was to evaluate the impact of this training on customer experience enhancement, examining whether cross-cultural training contributed to improved guest satisfaction, better communication, and overall service quality in hotels across Amritsar.

The research employed a quantitative approach, gathering data from 259 hotel staff members across various departments within 17 different star category hotels in Amritsar. The researcher selected Amritsar as the study location due to its significance as a major tourist destination in north India,

attracting a diverse range of international and domestic tourists. Additionally, Amritsar is home to a variety of star-category hotels that cater to guests from different cultural backgrounds, making it an ideal setting for evaluating the impact of cross-cultural training on client experience. Furthermore, the selection of 17 star-category hotels in Amritsar was based on their high tourist influx and diverse guest demographics, making them ideal for evaluating the dynamics of cross-cultural training. These hotels maintained standardized service quality and structured training programs, ensuring a relevant assessment of their impact on guest experiences.

Data collection was conducted using a structured questionnaire written in English and administered to participants in person. The sampling technique used was non-probability convenience sampling, allowing for ease of access to respondents from a range of hotel departments. For data analysis, both a t-test and multiple regression analysis were applied to examine the scope of cross-cultural training and its impact on customer experience.

4. Data Analysis and Results

The demographic data of the sample (259 hotel staff members) from 17 star-category hotels in Amritsar, represented diverse age groups, genders, departments, and positions. The majority of respondents (48.4%) were aged between 25-35 years, followed by 31.6% in the 36-45 age group, indicating a workforce with moderate industry experience. In terms of gender distribution, 76.1% were male and 23.9% were female, reflecting staffing trends in the hotels of Amritsar. Employees were drawn from multiple departments, including front office (34.2%), food and beverage (24.3%), housekeeping (22.8%), and management (18.7%), ensuring a well-rounded perspective on cross-cultural training. Positions ranged from entry-level staff (41.3%) to supervisors (35.6%) and managerial roles (23.1%), providing insights from various levels of hotel operations in Amritsar's hospitality industry.

After the descriptive analysis of the demographic profile of the respondents, a T-test analysis was conducted to evaluate the cross-cultural training provided to hotel staff in Amritsar. The analysis included five variables, with data collected from a total of 259 respondents ($N = 259$) for each variable. To achieve the study's objective, the following null hypothesis was formulated and tested: H_01 : "The cross-cultural training program does not significantly impact staff understanding, competency, or preparedness in handling diverse cultural practices".

Table 1. T Test Statistics for existing level of cross-cultural training provided to hotel staff in hotels of Amritsar.

S.no	Variables	N	Rank	Mean	S.D	T	df	p- value
1	The cross-cultural training program covers essential cultural	259	4	4.2239	.75486	15.434	258	.000

S.no	Variables	N	Rank	Mean	S.D	T	df	p- value
	norms and practices relevant to guests from diverse backgrounds							
2	The cross-cultural training program effectively improves my understanding of different cultural practices	259	1	4.3243	.66693	19.892	258	.000
3	The training provides practical examples and role-playing scenarios that help in handling diverse guest situations	259	5	4.1042	.82167	11.835	258	.000
4	The frequency of cross-cultural training sessions is adequate for maintaining staff competency	259	2	4.2934	.78182	16.333	258	.000
5	The resources and materials provided during the training are comprehensive and useful	259	3	4.2741	.75106	16.588	258	.000

The analysis (Table 1) revealed that for the first variable, "The cross-cultural training program covers essential cultural norms and practices relevant to guests from diverse backgrounds," the mean score was 4.2239, with a standard deviation (S.D.) of 0.75486. The t-value was 15.434 with 258 degrees of freedom (df), and the p-value was 0.000, indicating statistical significance. The second variable, "The cross-cultural training program effectively improves my understanding of different cultural practices," had a mean of 4.3243 and an S.D. of 0.66693. The t-value for this variable was 19.892, with 258 df and a p-value of 0.000, again showing statistical significance. For the third variable, "The training provides practical examples and role-playing scenarios that help in handling diverse guest situations," the mean score was 4.1042, with an S.D. of 0.82167. The t-value was 11.835, with 258 df and a p-value of 0.000, confirming its significance. The fourth variable, "The frequency of cross-cultural training sessions is adequate for maintaining staff competency," had a mean of 4.2934 and an S.D. of 0.78182. The t-value was 16.333 with 258 df, and the p-value was 0.000, reflecting a significant result. Lastly, the fifth variable, "The resources and materials provided during the training are comprehensive and useful," yielded a mean score of 4.2741 and an S.D. of

0.75106. The t-value was 16.588, with 258 df and a p-value of 0.000, signifying significance.

The results demonstrate that the cross-cultural training programs in Amritsar's hotels were highly effective across all evaluated aspects, as indicated by the statistically significant t-values and p-values ($p < 0.05$). This concluded that the cross-cultural training programs were effective in covering cultural norms, improving understanding, providing practical examples, maintaining competency through adequate frequency, and offering comprehensive resources. Thus the null hypothesis "H₀1: The cross-cultural training program does not significantly impact staff understanding, competency, or preparedness in handling diverse cultural practices" was rejected for all five variables implying that the cross-cultural training programs were significant in achieving their intended objectives.

In order to achieve the 2nd objective of the study i.e. to evaluate the impact of cross-cultural training on enhancing customer experience in hotels of Amritsar, again a null hypothesis "H₀2: There is no positive impact of cross-cultural training on enhancing customer experience in hotels of Amritsar" was developed and tested using multiple regression analysis.

Table 2. Residual statistics for Multiple Regression between cross-cultural training and customer experience in hotels of Amritsar.

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.9919	4.5268	4.0135	.29372	259
Residual	-1.83718	1.23083	.00000	.42311	259
Std. Predicted Value	-3.478	1.748	.000	1.000	259
Std. Residual	-4.291	2.875	.000	.988	259

Residual statistics analysis for outliers (Table 2) revealed that the minimum value of the standard residual was -4.291,

while the maximum value was 2.875, suggesting that the collected data contained no outliers. This was further vali-

dated by the bell-shaped, symmetrical histogram of regression standard residuals and the normal P-P plot of regression standard residuals (Figure 1), confirming that the residuals were normally distributed. Additionally, a scatterplot dis-

playing a random array of dots indicated a linear relationship between the variables and a consistent variance of residuals in the regression model. These findings confirmed that the data satisfied the assumptions of linearity and homoscedasticity.

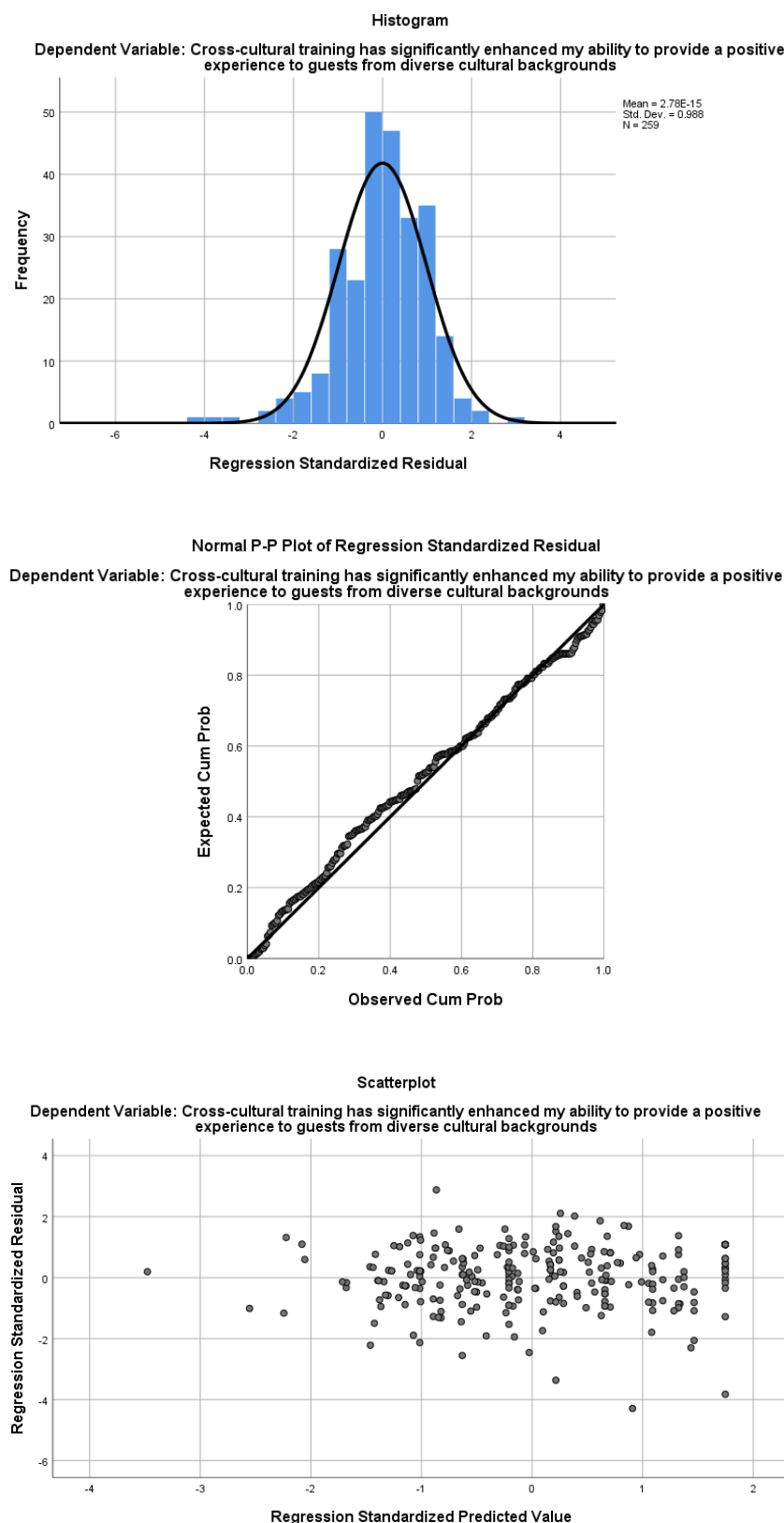


Figure 1. Histogram, Normal P-P plot and scatterplot for Multiple Regression between cross-cultural training and customer experience in hotels of Amritsar.

To assess the absence of autocorrelation, the values of the test statistic for the Durbin-Watson test were examined. The Durbin-Watson value (Table 3) was 1.952, which was close to 2, confirming that there was no autocorrelation among the

residuals. After testing the data for all assumptions, a multiple linear regression was applied to evaluate the impact of cross-cultural training on enhancing customer experience in hotels in Amritsar.

Table 3. Multiple Regression between cross-cultural training and customer experience in hotels of Amritsar.

Model	R	R ²	Adjusted R ²	Std. Error of the Estimate	Durbin-Watson
1	.570	.325	.309	.42812	1.952

As shown in Table 3, the regression model, with an R² value of 0.325, included all five significant factors, explaining 32.5% of the total variance in enhancing customer experience in hotels in Amritsar. Additionally, the F-statistic value [F (6, 258) = 20.240, p < 0.05] was significant, with a p-value of 0.000, indicating that the regression model was statistically significant (Table 4).

Table 4. ANOVA for Multiple Regression between cross-cultural training and customer experience in hotels of Amritsar.

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	22.258	6	3.710	20.240	.000
	Residual	46.188	252	.183		
	Total	68.446	258			

Table 4 revealed that in the regression model, the sum of squares for the mean was 22.258, while the sum of squares for the residual was 46.188. This indicated that the regression model had explained a significant portion of the variance in determining the impact of cross-cultural training attributes on enhancing the customer experience in hotels in Amritsar.

Table 5. Model summary of individual impact of attributes of cross-cultural training on enhancing customer experience in hotels of Amritsar.

Attributes of cross-cultural training		B	Std. Error	Beta (β)	t	p
Model 1	(Constant)	1.654	.219		7.549	.000
	My ability to interact effectively with guests from different cultural backgrounds has improved as a result of cross-cultural training	.124	.035	.198	3.504	.001
	The quality of service I provide to guests from diverse cultures has enhanced due to the cross-cultural training.	.137	.044	.191	3.088	.002
	I am more capable of resolving issues that arise from cultural misunderstandings after receiving cross-cultural training.	.008	.043	.013	.189	.851
	The overall satisfaction of guests from different cultural backgrounds has improved as a result of enhanced cross-cultural competencies.	.113	.044	.171	2.554	.011
	My confidence in handling culturally diverse guests has increased due to the cross-cultural training.	.110	.040	.167	2.723	.007
	The cross-cultural training has helped me to be more sensitive and respectful towards guests' cultural preferences and practices.	.083	.042	.119	1.994	.047

The analysis presented in Table 5 examined the individual impact of various attributes of cross-cultural training on enhancing customer experience in hotels in Amritsar. The results are based on a regression model where the dependent variable is the enhancement of customer experience, and the independent variables include different aspects of cross-cultural training.

In the regression model, the constant term (1.654) was significant ($p < 0.001$), indicating that when all attributes of cross-cultural training were held constant, the baseline effect on the customer experience enhancement was significant. The first attribute, which measured the improvement in the ability to interact effectively with guests from different cultural backgrounds, showed a positive coefficient of 0.124 ($p = 0.001$). This suggested that cross-cultural training significantly improved employees' ability to engage with guests from diverse cultures, with a standardized Beta value of 0.198, indicating a moderate effect. The second attribute, concerning the enhancement in the quality of service provided to guests from diverse cultures, had a coefficient of 0.137 ($p = 0.002$). This also indicated a significant positive impact, with a Beta value of 0.191, reflecting that the training contributed to improved service quality for culturally diverse guests. The third attribute, related to the ability to resolve issues arising from cultural misunderstandings, had a coefficient of 0.008 ($p = 0.851$), which was not statistically significant. This suggested that cross-cultural training did not have a noticeable impact on employees' ability to address cultural misunderstandings in a meaningful way. The fourth attribute, which measured the improvement in guest satisfaction due to enhanced cross-cultural competencies, showed a coefficient of 0.113 ($p = 0.011$), indicating a significant positive effect. The Beta value was 0.171, reflecting a moderate contribution to improved guest satisfaction from diverse cultural backgrounds. The fifth attribute, which assessed the increase in confidence when handling culturally diverse guests, had a coefficient of 0.110 ($p = 0.007$). This result was statistically significant, with a Beta value of 0.167, suggesting that employees' confidence in handling diverse guests significantly increased due to the cross-cultural training. Finally, the sixth attribute, which focused on the increased sensitivity and respect towards guests' cultural preferences and practices, had a coefficient of 0.083 ($p = 0.047$). This was also statistically significant with a Beta value of 0.119, indicating that the training led to greater cultural sensitivity and respect for guests' preferences.

The results of the analysis concluded that most attributes of cross-cultural training had a significant positive impact on enhancing customer experience, particularly in terms of interaction skills, service quality, guest satisfaction, confidence, and sensitivity. However, resolving cultural misunderstandings did not show a significant effect. Thus, the null hypothesis " H_02 : There is no positive impact of cross-cultural

training on enhancing customer experience in hotels of Amritsar" was rejected. The results supported the notion that cross-cultural training does indeed have a positive impact on enhancing the customer experience in hotels in Amritsar.

5. Conclusion

The study aimed to assess the impact of cross-cultural training on enhancing the customer experience in hotels in Amritsar. The first objective was to evaluate the existing level of cross-cultural training provided to hotel staff, and the second objective sought to determine how this training influenced guest satisfaction, communication, and overall service quality. A quantitative research approach was used, collecting data from 259 hotel staff members across 17 hotels using a structured questionnaire. The data was analysed through t-tests and multiple regression analysis to assess the impact of cross-cultural training.

The findings revealed that cross-cultural training programs in Amritsar's hotels were highly effective. T-test results showed statistically significant improvements in staff understanding, competency, and preparedness in handling diverse cultural practices. The cross-cultural training covered essential cultural norms, provided practical examples and role-playing scenarios, and maintained staff competency through frequent sessions with comprehensive resources. Thus, the first null hypothesis, which suggested that cross-cultural training did not significantly impact staff preparedness, was rejected.

For the second objective, the multiple regression analysis revealed that cross-cultural training had a significant positive impact on enhancing the customer experience in hotels. The regression model explained 32.5% of the variance in customer experience enhancement. The analysis indicated that the ability to interact effectively with guests from diverse cultural backgrounds, improve service quality, boost guest satisfaction, and increase employees' confidence and cultural sensitivity were all positively influenced by cross-cultural training. However, the ability to resolve cultural misunderstandings was not significantly impacted by the training. Consequently, the second null hypothesis, which posited no positive impact of cross-cultural training on customer experience, was also rejected.

The study concludes that cross-cultural training played a crucial role in enhancing the customer experience in hotels in Amritsar. The training programs significantly improved staff competencies in interacting with culturally diverse guests, leading to higher service quality, guest satisfaction, and overall positive customer experiences. While some aspects, such as resolving cultural misunderstandings, showed less impact, the overall contribution of cross-cultural training to the hotel industry in Amritsar was deemed highly beneficial.

6. Recommendations

It is advised that hotels in Amritsar keep funding and improving cross-cultural training initiatives for their employees in light of the study's findings.

1. Given that the study found very little benefit in the areas of conflict resolution and cultural misunderstanding management, hotels should add more sophisticated modules to their cross-cultural training programs.
2. To further improve staff members' capacity to communicate with foreign visitors, training sessions should incorporate immersive simulations, real-world role-playing activities, and practical case studies.
3. Staff members should take refresher courses on a regular interval basis to keep them abreast of new developments in international hospitality, as cultural conventions and visitor expectations change over time.
4. Various hotel departments, including food and beverage, housekeeping, and front desk, engage with visitors in different ways. Cross-cultural training would be even more effective if it were customized to each department's unique requirements.
5. Hotel staff can find cross-cultural training more interesting and accessible by utilizing online training modules, virtual reality (VR)-based cultural simulations, and AI-driven learning tools.
6. Hotels can improve their training programs over time by putting in place a systematic feedback system where visitors from other countries can discuss their experiences with cultural sensitivity in service delivery.
7. Hotels may guarantee that they receive top-notch training materials and knowledgeable direction in providing successful cross-cultural training by collaborating with academic institutions and professional training organizations.
8. Hotels in Amritsar may improve their overall competitiveness in the hospitality sector, visitor contentment, and service quality by putting these suggestions into practice.

Abbreviations

AI	Artificial Intelligence
AR	Augmented Reality
CCT	Cross-Cultural Training
CQ	Culturally Intelligent / Cultural Intelligence
CUS	Cultural Intelligence Survey
MPQ	Multicultural Personality Questionnaire
VR	Virtual Reality

Author Contributions

Ishan Bakshi: Data curation, Formal Analysis, Method-

ology, Software

Sumant Sharma: Conceptualization, Methodology, Project administration, Resources, Supervision, Visualization, Writing – original draft, Writing – review & editing

Sorab: Writing – review & editing

Conflicts of Interest

The authors declare no conflicts of interest.

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