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Research Paper

Antecedents and consequences of cultural intelligence in tourism

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ABSTRACT

The term 'cultural intelligence' (CQ) has generated considerable attention since Earley and Ang (2003) first introduced the concept formally. The implications of CQ have been widely demonstrated in cross-cultural studies. The tourism industry has a strong human component based on a high level of interaction between people from different cultures of origin. It follows, then, that CQ is likely to act as a major predictor of consumer behavior. The aim of the present research is to demonstrate the importance of CQ in a cross-cultural environment and to analyze its antecedents and consequences. The sample comprises 503 British tourists who have visited Spain. The results demonstrate that the tourist's previous experience of the destination country exerts an influence on their CQ, and that CQ is a determinant of destination perceived value. The work has practical implications for tourism service providers and may help them improve their cross-cultural effectiveness. The authors extend the literature on CQ and its managerial implications for the tourism sector. The study is among the first to address the role of the tourist's CQ in their adaptation to a multicultural environment.

1. Introduction

The tourism industry is considered one of the most significant service industries in the world, in which face-to-face interaction is a widespread everyday reality. The majority of 'agents' in the tourism sector (such as hotels, travel agencies, restaurants, and so on) communicate directly with consumers from different parts of the world and thus from different cultures. This presents an additional challenge to communications when the cultural context of service providers differs from that of the consumers with whom they are interacting (Karroubi, 2014).

Culture influences all aspects of individuals' behavior in a given society (De Mooij, 2011). Hence, people who grow up in different countries with different cultural norms develop different ways of behaving and thinking (Hofstede, Hofstede, & Minkov, 2010). Lin, Chen, and Song (2012) demonstrate that cross-cultural misunderstandings make less of an impact on people who are aware of cultural differences. Hence, an understanding of such differences plays an important role for service providers as, without it, their efforts at interaction may translate into a breakdown in service performance (Mohsin, 2006). One of the key factors in individuals' capacity to understand a culturally different environment and adapting to it is that of cultural intelligence (CQ). The concept of CQ constitutes a step forward in cross-cultural research. Sharma and Hussain (2017) assert that CQ has become an essential skill

for anyone wishing to thrive in emerging cosmopolitan cities and intercultural situations. To resolve the potentially negative consequences of the cultural gap in interactions with people from different cultures, CQ skills and awareness need to be applied (Ang, Van Dyne, & Rockstuhl, 2015; Earley, 2002).

Studies on CQ have mainly centered on investigating its importance and the utility of some of its dimensions in adapting to different cultures (Ljubica & Dulcic, 2012; Rohmetra & Arora, 2012). Some studies analyze the antecedents of CQ, particularly their influence on CQ variables such as the personal characteristics of openness to experience, risk orientation and need for control (Engle & Nehrt, 2012), self-efficacy (for example, MacNab & Worthley, 2012), language skills or living in culturally different environments (Triandis, 2008), parental and educational experiences (Shannon & Begley, 2008), or the personality of the individual (Ang & Van Dyne, 2008; Ang, Van Dyne & Koh, 2006; Shaffer & Miller, 2008). However, very few studies examine international experience as an antecedent of CQ (Tarique & Takeuchi, 2008; Triandis, 2006). Among these investigations, non-work-related international experience has received the least attention from researchers (Engle & Crowne, 2014; Lee & Sukoco, 2010; Tay, Westerman & Chia, 2008). International experience for non-work purposes (such as studying abroad or travelling to foreign countries for pleasure) provides individuals with skills and behaviors that enable them to operate more easily in different cultural settings (Takeuchi, Tesluk, Yun, & Lepak,

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2005). Indeed, earlier studies have found that the individual's international experience influences their conduct and their capacity to behave appropriately in different multicultural contexts (Tay, Westerman, & Chia, 2008) because that experience provides knowledge that can affect them cognitively. International experience can thus be considered a fundamental variable in consumer behavior.

In terms of the consequences of CQ, the great majority of studies focus on analyzing the influence of each of its dimensions on individuals' capacity to adapt to different environments: that is, cross-cultural adjustment (Ang, Van Dyne, Koh, & Ng, 2004; Ang et al., 2007; Lee & Sukoco, 2010; Lin et al., 2012). Despite the influence of culture on service perceptions, very few works study the influence of culture or CQ on service perceptions (Lorenz, Ramsey, Tariq, & Morrel, 2017; Malhotra, Ugaldo, Agarwal, & Baalbaki, 1994), and fewer still analyze these in the tourism sector (Ersoy, 2014; Karroubi, 2014; Ljubica & Dulcic, 2012). The existing studies in the tourism field analyze the influence of the service provider's CQ level on consumer satisfaction (Rohmetra & Arora, 2012) or the effect of CQ on the cross-cultural adjustment of tour operators (Karroubi, 2014). There are no works investigating how culturally intelligent consumers evaluate the services they have consumed in the destination, nor how the skills developed by a tourist who has visited a destination country on several occasions may increase their CQ.

The present work therefore aims to contribute to the literature by demonstrating the importance of consumers' international experience in a multicultural context, measuring (a) its effect on their CQ, and (b) the effect of CQ on their evaluation of a service, post-consumption, via perceived value. This latter variable is considered by marketing researchers to be one of the best predictors of consumer behavior (Nilson, 1992; Ostrom & Iacobucci, 1995). The present study is one of the first to address the role of tourists' CQ in their process of intercultural adaptation. As such, the aim of the work is to demonstrate the role of CQ in a cross-cultural context and to extend the literature on the antecedents and consequences of CQ. The study proposes and validates a model that jointly captures: (1) the effect of tourists' experience of a destination country as an antecedent of CQ, and (2) the influence of tourists' CQ on their evaluation of that destination.

2. Literature review

2.1. From culture to CQ

Culture influences all aspects of individuals' behavior in a given society (De Mooij, 2011). Hence, people who grow up in different countries with different cultural norms develop different ways of behaving and thinking (Hofstede et al., 2010). Since the 1980s, various researchers have debated the most appropriate dimensions to conceptualize culture (e.g. Hofstede, 1980; Steenkamp, 2001). However, it is the framework developed by Hofstede (1980) that has become established as the most dominant and influential cultural paradigm (Sivakumar & Nakata, 2001; Steenkamp, 2001).

Hofstede defines national culture as 'the programming of the mind which distinguishes the members of one group or category of people from another' (Hofstede, 1991, p. 5). His original framework, comprising five dimensions, illustrates that 'cultural differences between modern nations [can] be meaningfully measured and ordered along a discrete set of variables, representing different answers to universal problems of human societies' (Hofstede, 1991). The five dimensions are: power distance; uncertainty-avoidance; individualism/collectivism; masculinity/femininity; and pragmatic/normative orientation (Hofstede, 2016). The main purpose of cross-cultural research is to explain how cultural influences behavior, and vice-versa. Identifying the cultural differences in behavior that help explain given intercultural interactions can present a challenge (Ang et al., 2015). If cultural norms differ from one part of the world to another, this can prove problematic when members of those different cultures interact and exchange

knowledge (Adair, Tinsley, & Taylor, 2006).

The world has become globalized on an unprecedented scale, resulting in a high level of interconnection between people from different cultures (Chiu, Gries, Torelli & Chen, 2011). While globalization has led some to regard the world as 'flat', it has also increased the level of cultural conflict (Ang et al., 2015). On this point, Ginges and Atran (2014) demonstrated that when the values entrenched in a given culture encounter those of a different culture, this can lead to cross-cultural conflict. In sum, globalization not only enables cross-cultural exchange but also contributes to misunderstandings, tensions, and conflicts (Ang et al., 2015).

In view of this issue, it is important to understand why and how some individuals flourish in an intercultural context, while others do not. Sharma and Hussain (2017) conclude that CQ has become an essential skill for anyone wishing to thrive in emerging cosmopolitan cities and intercultural situations. The concept of CQ constitutes a step forward in cross-cultural research for a number of reasons. Firstly, for example, CQ measures a person's skill at adapting to culturally different settings, regardless of their culture of origin, based on their individual learning and experience (Earley & Ang, 2003; Sahin, Gürbüz, & Köksal, 2014). Triandis (2006) finds that culture of origin may provide an insight into the opinions and perceptions of a group of people, but that it offers little information as to opinions at individual level. Secondly, the CQ concept shows that the cultural dimensions can be approached from the individual level; for example, some authors have found that the individualism/collectivism dimension proposed by Hofstede can be identified at this level (Kim, 1994; Yamaguchi, Kuhlman, & Sugimori, 1995). Thirdly, various studies assert that there is great variety among those from an individualist culture in terms of their personal level of individualism (Cialdini, Wosinka, Barrett, Butner, & Gumik-Durose, 1999; Triandis, McCusker, & Hui, 1990; Yamaguchi et al., 1995; Yamaguchi, 1994). Even when belonging to the same culture of origin, people acquire different experiences and learning processes that can lead them to identify more with the individualist or collectivist way of thinking and, in turn, will affect how they adapt to an intercultural context.

2.2. Cultural intelligence

CQ refers to a person's capability to function effectively in intercultural environments, and subsequently to make reasoned judgments with which to respond to a new cultural context (Ang & Van Dyne, 2008). This definition of CQ focuses on a person's potential to meet the demands of a wide range of intercultural contexts (Ang et al., 2015). CQ comprises four dimensions or components (Ng & Earley, 2006; Van Dyne & Ang, 2005), as follows:

The **metacognitive component**: this is a higher-order cognitive process. It refers to the mental capacity of the individual to acquire and understand cultural knowledge (Ang & Van Dyne, 2008; Ang et al., 2007; Earley, Ang & Tan, 2006). Those with a high metacognitive component are aware of cultural preferences and the cultural norms of different countries or groups of people (both before and during interactions with them) (Ang & Van Dyne, 2008; Ang et al., 2007).

The **cognitive component**: this refers to a person's general knowledge and the structure of their cultural knowledge regarding the norms, practices and convictions of different cultures (Ang et al., 2007; Ng & Earley, 2006). Individuals with a high CQ component understand the similarities and differences between cultures (Brislin, Worthley, & McNab, 2006).

The **motivational component**: this is related to the individual's desire and intention to adapt to an unfamiliar cultural environment. Those with a high motivational component focus their energy and attention on cross-cultural situations from a place of intrinsic motivation (Deci & Ryan, 1985), based on their own efficacy (Bandura, 1997). The motivational facet of CQ is a source of action that triggers the energy and effort necessary to function effectively in situations characterized

by cultural diversity (Ang & Van Dyne, 2008; Ang et al., 2007; Earley et al., 2006).

The **behavioral component**: this is defined as the individual's capacity to display appropriate and effective verbal and non-verbal actions when interacting with people from different cultures (Ang & Van Dyne, 2008; Ang et al., 2007). In cross-cultural situations, both verbal and non-verbal behaviors are crucial as they represent a major part of the meaning interpreted by the other (Ang & Van Dyne, 2008). Individuals with a high level of CQ demonstrate flexibility in their cross-cultural communications and interact competently with others from different cultures (Ang & Van Dyne, 2008; Ang et al., 2007; Earley et al., 2006; Ng & Earley, 2006; Thomas, 2006).

On this basis, it is logical to assume that, to be culturally intelligent, a person must possess all four facets of CQ, as opposed to commanding just one in particular (Earley & Peterson, 2004; Van Dyne, Ang, & Livermore, 2010). However, several authors have highlighted the need for further research into CQ to better understand both its antecedents and its consequences (Ang, Van Dyne, & Tan, 2011; Arora & Rohmetra, 2010).

2.2.1. Antecedents and consequences of CQ

There has been increasing theoretical and empirical interest in the study of international experience (Carpenter, Sanders, & Gregersen, 2001). Many of these studies look at the results of international experience at individual level or at organizational level (Carpenter, 2002). The research focus of such studies conceptualizes international experience in three categories: past experience, current experience and future experience (Takeuchi et al., 2005). Within each category, the experience itself can be further classified in relation to the setting in which it takes place, differentiating between work-related international experience and that which is undertaken for non-work purposes. This latter type is the least investigated (Tarique, 2005).

International experience enables individuals to acquire knowledge, skills and behaviors that are essential for living and working in different cultural settings, such as cross-cultural communication skills (Gudykunst, Ting-Toomey, & Chua, 1988). More specifically, previous studies have analyzed the influence of prior international experience on individuals' CQ, both in work-related trips and those unrelated to work, although more research in this area is needed (Ang et al., 2011). Shannon and Bagley (2008) found that international work-related travel experience had a significant impact on individuals' CQ. However, these authors did not measure the duration of those experiences. Tay et al. (2008) examined short-duration travel experience and concluded that, contrary to their expectations, short trips taken for work purposes exerted no significant influence on CQ. Lee and Sukoco (2010) found that international work experience had no direct effect on cultural adjustment or cultural effectiveness, but did have a significant impact when combined with a high level of CQ. However, the authors did not analyze the impact of such experience on CQ development.

With regard to studies on travel experience for non-work purposes, earlier works establish that individuals with a greater number of international experiences of other cultures are more likely to develop greater understanding of different cognitive frameworks or 'templates', known as schemata. These are defined as knowledge-sets regarding the people, roles or events that lead social behavior (Fiske & Taylor, 1991), and have been found to facilitate the acquisition of cross-cultural competences. Tay et al. (2008) examined the impact of travel experience for non-work purposes, and found the number of trips and the duration, as well as the interaction between the number of experiences and the duration, to be significant predictors of CQ. Even in the case of short trips, the number of such experiences was a significant predictor of CQ. Engle and Crowne (2014) found that the traveler's experience of relatively short non-work trips to a foreign country (between one and two weeks' duration) did result in a significant increase in CQ. However, they did not compare their findings to those of longer such visits. Engle and Nash (2015) studied the impact of the amount of time spent

in another country on the development of CQ, and concluded that the length of time spent in another country is an antecedent of CQ. Feldman and Bolino (2000) found that international travel experience increases the motivational component of individuals' CQ (Tay et al., 2008). What is more, their international experience influences their behavior and their capacity to demonstrate actions in different multicultural contexts (Tay et al., 2008), as that experience provides knowledge that can affect them cognitively.

In view of these factors, it is reasonable to postulate that tourists' prior international experience may enable them to assimilate other cultural norms, both before and during their interactions, and may impact on their future attitudes and behaviors. It is thus reasonable to assume that the individual's previous experience of foreign destinations may increase their level of CQ. On this premise, the following hypothesis is proposed:

H1. The tourist's previous experience of the foreign destinations has a positive and significant effect on their CQ.

As regards the consequences of CQ, the great majority of studies center on its influence on cross-cultural adjustment. Ang et al. (2004) find that the role of motivational CQ is related to a general cross-cultural adjustment that transcends gender, age and citizenship (among a sample of international executives). Ang et al. (2007) propose that the motivational and behavioral dimensions of CQ are significantly related to cross-cultural adjustment. Lee and Sukoco (2010) assert that the cognitive, behavioral and motivational dimensions of CQ exert a significant effect on expatriates' general life conditions, working environment and interaction with local people. Similarly, Templer, Tay, and Chandrasekar, (2006) find a positive relationship between the motivational component of CQ and cross-cultural adjustment. An individual's CQ enables them to understand cultures with which they are unfamiliar and adjust their behaviors effectively to a culturally diverse environment (Chen, Wu, & Bian, 2014).

To date, however, there have been no studies analyzing how culturally-intelligent tourists adapt to the countries they visit and how their CQ may influence their behavior. To understand the influence of CQ on behavior, it is particularly important to study perceived value, which has been widely examined as one of the key constructs in tourist behavioral studies (Al-Sabbahy, Ekinci, & Riley, 2004; Kashyap & Bojanic, 2000; Petrick, 2004; Petrick, Duarte, & Willian, 2001). Pandza (2015, p. 124) defines perceived value as 'the individual, cognitive-affective evaluation of a product or service during the purchasing process, based on a comparison of the benefits and costs associated with competing offers in the market, which vary depending on the time, place and situation in which the evaluation is made'.

When attempting to measure the perceived value of a tourist destination, it is helpful to take into account the tourist's personal assessment of characteristics such as the natural setting, culture, historical heritage and climate (for instance), alongside other characteristics such as the cleanliness of the beaches, the variety of attractions offered by the destination and so on (Murphy, Pritchard, & Smith, 2000). The quality of the different tourism services (such accommodation, meals, shopping, transport, and entertainment), the behavior of service providers and their efficiency and friendliness may also play a decisive role in perceived value formation (Murphy et al., 2000; Yuksel, 2001). In the tourist's evaluation process for a destination – its perceived value – the emotional benefits such as enjoyment, relaxation and new experiences may also play an extremely important role (Sánchez, Callarisa, Rodríguez, & Moliner, 2006).

The notion that the individual's perception of value embraces both functional and affective aspects is accepted by researchers, as reflected in the previous studies on this topic (Gallarza & Irene, 2006). These studies demonstrate that functional and affective factors are clear predictors of destination perceived value among tourists. However, a number of authors point to the need for further study on the possible factors that may exert an influence on perceived value

(Dumand & Mattila, 2005; Polo-Peña, Frías-Jamilena, & Rodríguez-Molina, 2013). For example, Prebensen, Woo, Chen, and Uysal (2013) propose that certain tourist characteristics, such as motivation and involvement, may be antecedents of perceived value.

If we consider that cultures differ in what can be considered 'appropriate' behavioral norms (Hall, 1970; Hofstede et al., 2010; Triandis, 1994), to create a positive impression and develop significant cross-cultural relationships it is essential to acquire skills in demonstrating a flexible range of behaviors (Bhaskar-Shrinivas, Harrison, Shaffer, & Luk, 2005). Such differences in behavior have the capacity to trigger different evaluations among tourists visiting the same destination. Some authors, for instance Ng, Van Dyne, and Ang (2015), propose that culturally intelligent individuals will seek out more cross-cultural experiences than those with lower CQ. It is highly likely that culturally intelligent tourists – who will present a greater level of skill in empathizing with other cultures – will be better placed to take full advantage of the resources and possibilities offered by the destination. Van Dyne et al. (2010) describe a meta-cognitive component of CQ that provides a link between understanding the cultural aspects of different countries and applying them to cross-cultural interactions. In the tourism sector, this is a crucial point as it enables tourists to detach themselves from their own cultural context and empathize with the cultural setting they are visiting. Hence, the greater the tourist's capacity to understand cultural differences, the greater they will perceive the value of the destination to be.

Furthermore, a high cognitive component of CQ enables individuals to interact more effectively with the new culture they are experiencing during their visit (Brislín et al., 2006). This is thanks, in the main, to their greater knowledge of the basis of different cultural values (Hofstede, 1980), which enables them to identify and select high-quality information about destinations, and increases their capacity to recognize – and adapt to – the unique characteristics of other cultures (Karroubi, 2014). Meanwhile, a high motivational component of CQ is associated with a high level of interest in communicating with people from other cultures (Koh, Joseph, & Ang, 2009). Individuals with a high motivational component not only trust in their ability to adapt to new environments, but also have an intrinsic interest in exploring different cultures (Templer et al., 2006) and are more inclined to persist in their search for information about a given destination. This, in turn, leads them to perceive the destination as having greater value. Finally, a high behavioral component of CQ is associated with having greater flexibility in cross-cultural interaction (Ang & Van Dyne, 2008). In the tourism context, a high behavioral component (embracing both verbal and non-verbal behaviors) is a determining factor in the interaction between tourists and service providers.

It is logical to assume, therefore, that individuals with a higher CQ will be more likely to present a positive evaluation of a tourist destination they have visited than those with lower CQ, and that this evaluation will be reflected in the destination's perceived value. The following hypothesis is therefore proposed:

H2. The CQ of the individual has a positive and significant effect on the perceived value of the tourist destination.

3. Methodology

3.1. Pre-test: Refining the scales relating to experience, CQ and perceived value

The pre-test stage involved an initial gathering of quantitative data and an evaluation of the items included in the measurement scales. From this, refined scales were obtained. The structured questionnaire encompassed 20 items for the CQ scale and 20 for the perceived value scale. The tourist's experience of the destination was measured using a question asking them to indicate the number of times they had previously visited it. Interviews were carried out in March 2014. A

convenience sample was obtained to ensure each interviewee fulfilled one requirement: that he/she had personally organized and undertaken a trip to the tourist destination in the previous six months. Some 33 valid interviews were carried out. In light of the results of this pre-test, eight items were removed from the CQ scale as they were found to be inappropriate for the tourism context that formed the basis of the research aim.

3.2. Sample design and data-collection

British tourists visiting Spain comprised the population used as the basis for the present empirical research. Spain is considered one of the most representative and significant tourist destinations worldwide in terms of the volume of tourists visiting from other countries (UNWTO, 2014). Of these visitors, the UK represents the largest source of foreign tourism in Spain (Frontur, 2014).

The sample was generated using a quota method (which provides a sample structure similar to that of the population) and was selected only once the British tourists had concluded their stay in Spain, to ensure that their experience of the culture was recent and complete. To achieve a representative sample, the regions selected vis-à-vis those visitors who had chosen Spain for their sun-and-sand tourism, were: Canary Islands, Balearic Islands, Catalonia, Andalusia and the Autonomous Community of Valencia. For the cultural tourism sample, the following regions were chosen: Catalonia, the Autonomous Community of Madrid, Andalusia and the Autonomous Community of Valencia. Finally, the following regions were chosen for the rural tourism sample: Andalusia, Catalonia, the Autonomous Community of Castilla y León, and Asturias. This approach ensured that Spain overall, as a destination, was represented in the final sample.

A questionnaire formed the basis of personal interviews in the different destinations within Spain. A total of 503 valid questionnaires were completed, of which 169 were from tourists indicating that 'sun-and-sand' tourism was their main motivation for travel, 168 were from respondents seeking cultural tourism, and 166 were seeking rural tourism. For a confidence interval of 95%, and in the case of proportion estimation, where $p = q = 0.5$, assuming a simple random sample, the sample error was $\pm 3.12\%$. The fieldwork was undertaken during the months of July–September 2014.

The profile of interviewees was similar to that used in other tourism studies (Frontur, 2012). There was an almost equal number of women and men (52.90% and 47.10%, respectively). The majority of interviewees were between 30 and 44 years old (30.00%) or 45–65 (30.20%), followed by those under 29 years old (23.10%), and those over 65 (13.70%). Over half of the tourists were employed (56.90%).

3.3. Measurement scales

The dependent variable in the present research was 'perceived value', a multidimensional construct, as demonstrated in the literature. Perceived value was measured on a seven-point, 20-item Likert scale. Fig. 1 shows that perceived value was specified as a third-order construct comprising two second-order dimensions (functional and affective value) and one first-order dimension (epistemic value). Functional value was measured by three dimensions: service quality (six items); cost (three items); and risk (three items). Affective value was measured by two dimensions: social value (two items); and emotional value (three items). Epistemic value was measured by three items. The scale was adapted from those used in previous works (Gallarza & Irene 2006; Prebensen et al., 2013).

CQ was measured using the scale developed by Ang et al. (2007), which originally comprised 20 items to measure the four components of CQ. CQ has been validated for different samples at different points in time and for different countries (Ang et al., 2007; Keung & Rockinson-Szapkiw, 2013; Moon, 2010). In the present research, this original scale was adapted to cover 12 items capturing the four components. Each

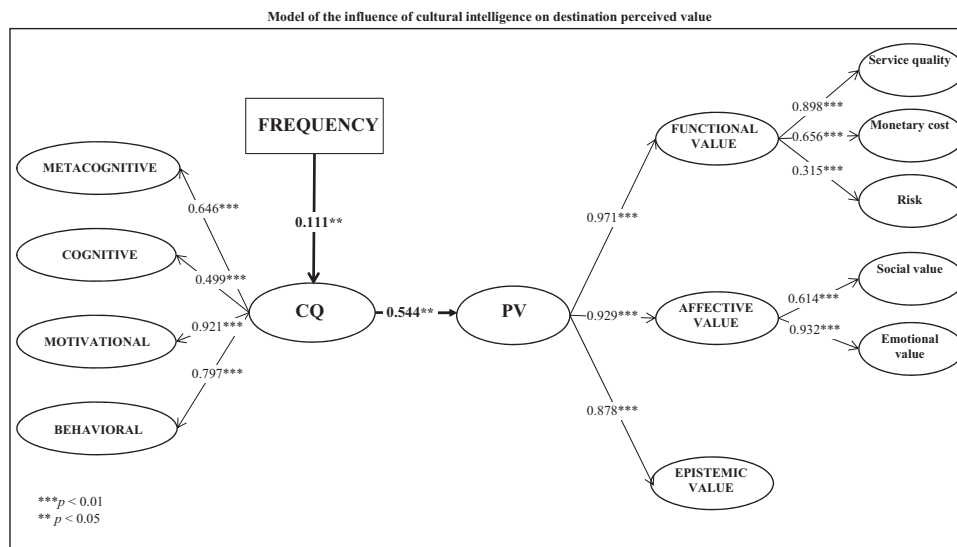


Fig. 1. Model of the influence of cultural intelligence on destination perceived value.

scale item described an individual's capacity to be culturally intelligent in each of four factors (meta-cognitive, cognitive, motivational and behavioral). Participants responded to the questionnaire using a seven-point Likert scale on which 1 equaled "entirely disagree" and 7 equaled "entirely agree". A high score indicated a high CQ. The approach to measuring previous destination experience – a question asking them to indicate the number of times they had visited the destination in question – has been used in earlier works (Frías-Jamilena, Del Barrio-García, & López-Moreno, 2013; Polo-Peña et al., 2013).

4. Results

4.1. Analysis of the validity of the measurement scales

To test the proposed hypotheses, the scales for CQ and the perceived value of a tourist destination (PV) were validated jointly in one single reflective measurement model. To this end, confirmatory factor analyses were used, with maximum likelihood as the estimation method. The model was reflective, as: (1) the indicators or observed variables of each of the dimensions of the two constructs were highly correlated, reflected each dimension and were interchangeable – such that eliminating one of them had no bearing on the significance of the dimension; (2) the dimensions were not the result of the addition and linear combination of the indicators or observed variables; and (3) each of the indicators represented effects of the dimensions. All three features were applicable to the dimensions determining each construct under study, such that the constructs can be said to be the cause of their dimensions.

The CQ measurement model was defined as a latent second-order construct comprising the four dimensions or components identified in the literature: metacognitive, cognitive, motivational and behavioral. The PV model was defined as a third-order latent construct comprising three dimensions with their corresponding sub-dimensions: functional value (service quality, monetary cost and risk); affective value (social value and emotional value); and epistemic value.

The resulting model proved to be statistically significant [$\chi^2(392) = 1140.67, p = 0.000$], although this statistic is dependent on sample size. However, other indicators of the overall fit of the model were within the values recommended by the literature (CFI = 0.90, TLI = 0.89; RMSEA = 0.06). The model was therefore deemed to adequately reflect the covariance matrix under observation. This measurement model presented a satisfactory fit as the CFI value was between 0.90 and 0.95, while the RMSEA value was below 0.08 (Mathieu & Taylor, 2006). In line with the work of Anderson and Gerbing (1988), and as shown in Table 1, the model presented an acceptable level of individual

reliability, as the relationship between each item and its respective dimension was statistically significant, with most standardized regression weights over 0.7 and significant t-statistic values. As regards internal consistency, the composite reliability (CR) values were very close to (or over) 0.50. These results therefore indicate that the measurement model was reliable.

Appendix A shows all the variables and final items for each of the scales.

4.2. Testing the hypotheses

To test the two research hypotheses, structural equation modeling (SEM) was used, with maximum likelihood applied as the estimation method and covariance-based models for assessing SEM. In line with the work of Hair et al. (1998), the choice of SEM for this work was based on its ability (1) to examine a series of dependence relationships simultaneously, being particularly useful when one dependent variable becomes an independent variable in subsequent dependence relationships (in the present case, CQ toward PV) and (2) to represent unobserved concepts in these relationships and account for measurement error in the estimation process. In this context, the researcher has to draw on theory, prior experience and the research objectives to distinguish which independent variables predict each dependent variable. Because of this, SEM is a confirmatory method, guided more by theory than by empirical results, and its use in an exploratory manner is invalid. The software used in the present study was AMOS 22.0.

The results of the research model (see Fig. 1) indicated that it was satisfactory [$\chi^2(422) = 1177.28, p = 0.000$; CFI = 0.90; RMSEA = 0.06], as the CFI was between 0.90 and 0.95, and the RMSEA was below 0.08 (Mathieu & Taylor, 2006). The findings show that: (1) frequency of visit to the destination is an antecedent of tourist CQ, with a direct, positive and significant effect ($\beta = 0.111, p = 0.023$), hence it can be affirmed that the data support hypothesis H1; and (2) tourist CQ exerts a direct, positive and significant influence on the PV of the tourist destination ($\beta = 0.544, p = 0.000$). Hypothesis H2 is also therefore supported empirically.

5. Discussion of results

Several challenges are identified in the CQ literature to date: (a) the need for greater knowledge of the antecedents of CQ; (b) the need to better understand the consequences of CQ, taking into account the fact that culturally-intelligent consumers possess all four facets of CQ, not just one component in particular; (c) the need to extend the existing

Table 1
Confirmatory factor analysis for CQ and PV.

Causal relationships		Standardized estimators	t	p	Internal consistency	
METACOGNITIVE	←	CQ	0.644			
COGNITIVE	←	CQ	0.499	7.757	0.000	CR = 0.816
MOTIVATIONAL	←	CQ	0.923	10.576	0.000	AVE = 0.538
BEHAVIORAL	←	CQ	0.797	10.797	0.000	
CQ1	←	METACOGNITIVE	0.828			CR = 0.862
CQ2	←	METACOGNITIVE	0.912	16.257	0.000	AVE = 0.759
CQ3	←	COGNITIVE	0.858			CR = 0.788
CQ4	←	COGNITIVE	0.752	9.696	0.000	AVE = 0.651
CQ6	←	MOTIVATIONAL	0.777			
CQ7	←	MOTIVATIONAL	0.784	18.644	0.000	CR = 0.903
CQ8	←	MOTIVATIONAL	0.855	20.720	0.000	AVE = 0.650
CQ9	←	MOTIVATIONAL	0.834	20.124	0.000	
CQ10	←	MOTIVATIONAL	0.777	18.442	0.000	
CQ11	←	BEHAVIORAL	0.892			CR = 0.878
CQ12	←	BEHAVIORAL	0.877	21.646	0.000	AVE = 0.782
FUNCTIONAL VALUE	←	PV	0.971	10.067	0.000	CR = 0.948
AFFECTIVE VALUE	←	PV	0.929	7.965	0.000	AVE = 0.859
EPISTEMIC VALUE	←	PV	0.878			
Service quality	←	FUNCTIONAL VALUE	0.898			
Monetary cost	←	FUNCTIONAL VALUE	0.656	8.870	0.000	CR = 0.677
Risk	←	FUNCTIONAL VALUE	0.315	5.178	0.000	AVE = 0.445
PV000	←	Service quality	0.562			
PV00	←	Service quality	0.646	10.872	0.000	CR = 0.817
PV0	←	Service quality	0.726	11.677	0.000	AVE = 0.429
PV1	←	Service quality	0.741	11.813	0.000	
PV2	←	Service quality	0.573	10.018	0.000	
PV3	←	Service quality	0.662	11.043	0.000	
PV4	←	Monetary cost	0.781			
PV5	←	Monetary cost	0.724	13.827	0.000	CR = 0.774
PV6	←	Monetary cost	0.684	13.310	0.000	AVE = 0.534
PV7	←	Risk	0.714			
PV8	←	Risk	0.822	12.793	0.000	CR = 0.779
PV9	←	Risk	0.665	12.424	0.000	AVE = 0.543
Social value	←	AFFECTIVE VALUE	0.614			CR = 0.759
Emotional value	←	AFFECTIVE VALUE	0.931	7.849	0.000	AVE = 0.622
PV10	←	Social value	0.707			CR = 0.721
PV11	←	Social value	0.793	9.762	0.000	AVE = 0.564
PV12	←	Emotional value	0.651			
PV13	←	Emotional value	0.772	13.391	0.000	CR = 0.752
PV14	←	Emotional value	0.701	12.587	0.000	AVE = 0.504
PV15	←	EPISTEMIC VALUE	0.767			CR = 0.689
PV16	←	EPISTEMIC VALUE	0.681	12.914	0.000	AVE = 0.526

knowledge of the antecedents of perceived value among tourists, considering that this concept is one of the principal constructs found in studies on tourist behavior; and (d) the proposal and validation of a theoretical model of CQ antecedents and consequences. The present investigation contributes to the literature by addressing each of these challenges.

First, with regard to the antecedents of CQ, the work demonstrates that the tourist's experience of the foreign destination positively and significantly affects their CQ. The frequency with which they have visited the destination is an antecedent of their CQ. These findings complement those of earlier works that highlight the effect that a greater number of international experiences may exert on some or other of the components of CQ, such as the cognitive dimension (Fiske & Taylor, 1991), the motivational (Tay et al., 2008) or the behavioral (Tay et al., 2008). The results of the present study underline the need to consider tourist prior experience an antecedent of CQ, bearing in mind its four components, particularly as there is a lack of study in this area (Karroubi, 2014). Amplifying the literature on consumer behavior in a multicultural context is of particular importance in the tourism sector, which is characterized by widespread interactions between individuals from different cultures.

Second, the present research demonstrates that perceived value is a clear consequence of CQ – that is, CQ exerts a positive and significant effect on perceived value. This finding constitutes an important advancement in the literature as there are very few works to date that

demonstrate the effect of culture on service perceptions (Malhotra et al., 1994), and fewer still in the tourism context (Karroubi, 2014). With regard to CQ and perceived value, the main contributions of the work are: (a) its focus on the CQ of service consumers (with previous works analyzing the influence of service provider CQ on consumer satisfaction) (Rohmetra & Arora, 2012); and (b) its focus on perceived value, especially as marketing researchers consider this variable to be a major predictor of consumer behavior (Nilson, 1992; Ostrom & Iacobucci, 1995). The present work also measures perceived value from both the cognitive and the affective perspective in the tourist's experience of the destination they have visited, as the literature indicates that both these factors are clear predictors of destination perceived value among tourists (Gallarza & Irene, 2006; Lee, Lee & Choi, 2011).

Third, in its proposed theoretical model, the work tests jointly the tourist's previous destination experience as an antecedent of CQ and perceived value as a consequence. The findings constitute an important contribution to the literature by jointly examining antecedents and consequences of CQ: a question not addressed by any proposed model in the literature to date.

6. Conclusions and professional implications

The ability to understand cultural differences is fundamental in a sector such as tourism, where consumers and providers of different

nationalities interact on a daily basis. The literature finds that, if service providers are unaware of such differences, there may be a breakdown in service delivery (Mohsin, 2006). While some scholars have raised doubts regarding the credibility of CQ, it remains a highly relevant area of research for all those who experience intercultural contact (Sharma & Hussain, 2017).

As noted in the discussion of the results, the present study contributes to the literature on both CQ and perceived value by addressing the research gaps regarding these constructs. This work is one of the first to address the role of tourists' CQ in their process of intercultural adaptation. Among the contributions it makes, of particular significance is the finding that all four components of tourist destination experience, identified as an antecedent of CQ, need to be taken into account, as this previous experience enables them to acquire knowledge, skills and behaviors appropriate to the culture of the place they are visiting. A further contribution is its finding regarding the positive and significant effect of CQ on perceived value, with this effect verified from the perspective of service consumers. Finally, the work tests and validates a theoretical model in that jointly considers the tourist's previous destination experience as an antecedent of CQ and perceived value as a consequence.

The results of the present research have important implications for the professional tourism sector. Business success in the 21st Century will depend on, among other factors, how individuals and organizations acquire and practice cross-cultural sensitivity, and on their capacity to interact effectively with people from different cultures of origin. This is particularly the case in a sector such as tourism, which has a significant consumer base comprising individuals from different cultures. Cultural differences between service providers and consumers add a level of complexity to a multicultural environment. The present research is among the first to analyze the role of tourists' CQ in their intercultural adaptation process. The present findings suggest that service providers need to consider that the CQ of tourists can be affected by the frequency of their visits to the destination country, as their capacity to adapt to the different culture and acquire the necessary cultural skills depends on the number of times they have visited the country in question. Hence, service providers should develop skills that enable them to adapt to each type of tourist that visits the destination. To this end, tourism firms should educate their employees on how to adapt to the

norms of different cultures, via training courses, opportunities to work in different countries and so on. In this regard, it is extremely important for service providers to understand how the CQ concept can help in understanding tourists' expectations and adapt services accordingly, as well as reduce the potential for misunderstandings arising from cultural differences.

The effect of CQ on PV that has been identified in the present research points to the importance of considering CQ in destination management. If service providers and consumers come from different cultures of origin, this may have serious implications in terms of how service delivery is perceived – this being a major issue in the tourism sector (Strauss & Mang, 1999). Hence, it is vital to identify the impact of culture on the international hotel industry, where the different cultures of consumers, employees and other people come into contact. The CQ framework also has significant implications for how organizations might focus their training efforts based on international experience. Predicting the effectiveness of individuals in cross-cultural interactions is a challenge throughout different fields of study. It is particularly important to bear in mind the tourists' CQ, as this exerts a positive influence on their evaluation of the destination and thus becomes a determining factor in their intention to return there. Tourists' CQ can even shape their opinions when contributing to the increasingly popular online opinion platforms that are critical in generating visit intention among new tourists.

The present work also presents certain limitations and the scope for future research. First, the work focuses on British tourists only. While these represent the greatest percentage of incoming tourists to Spain, future studies could use tourist samples from other nationalities visiting this destination. Second, future studies might consider other variables, such as social intelligence or personality, which may also influence perceptions of destination value among visiting tourists.

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Appendix A. Final items for CQ and PV scales

Cultural intelligence

CQ1	I'm aware that I use my knowledge of Spanish culture when interacting with local people
CQ2	I can test how much I know about Spanish culture when interacting with local people
CQ3	I know the legal and economic systems of the Spanish culture
CQ4	I know the rules (e.g. vocabulary, grammar etc.) of the Spanish language
CQ6	I enjoy interacting with people from the Spanish culture
CQ7	I am confident I can socialize within the Spanish culture, which is unfamiliar to me
CQ8	I am sure I can deal with any stress associated with adjusting to the Spanish culture, which is new to me
CQ9	I enjoy spending time in the Spanish culture, which is unfamiliar to me
CQ10	I am confident I can get used to the commercial culture (shopping) in Spain
CQ11	I change my verbal behavior (e.g. accent, tone, etc.) when necessary, when interacting within the Spanish culture
CQ12	I change my non-verbal behavior when necessary, when interacting within the Spanish culture

Perceived value

PV000	Good infrastructure
PV00	Rich gastronomy
PV0	Good tourism resources
PV1	Reliable and consistent level of service
PV2	Services delivered in a timely manner
PV3	Employees are competent (knowledgeable and skillful)
PV4	Low cost associated with the whole payment
PV5	Low price for return ticket
PV6	Low prices at destination (eating out, shopping etc.)

PV7	Low risk of being the victim of an act of delinquency
PV8	Low risk of any kind of accident
PV9	Low risk of being conned as a tourist
PV10	Facilitates relationships with other tourists
PV11	Facilitates relationships with residents
PV12	I enjoyed the leisure on offer at this destination (pubs, bars, etc.)
PV13	At this destination the leisure activities were enjoyable
PV14	I had fun at this destination
PV15	This destination satisfies my curiosity
PV16	This destination is exciting

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