TOLEHO
Journal of Tourism, Leisure and Hospitality

ANADOLU UNIVERSITY
FACULTY OF TOURISM

THE RELATION BETWEEN HOTEL EMPLOYEES' CULTURAL INTELLIGENCE LEVELS, CONFLICT MANAGEMENT STYLES, AND CAREER SATISFACTION

Sabahat Ceylin ŞANLI KAYRAN [a]   Kamil UNUR [b]

[a] Halfeti Vocational School, Tourism, Travel and, Entertainment Services, Tourism Guidance, Harran University, Sanlıurfa, Türkiye;
ORCID: 0000-0001-7339-0538 / e-mail: ceylin_sanli@hotmail.com

[b] Faculty of Tourism, Department of Tourism, Mersin University, Mersin, Türkiye;
ORCID: 0000-0003-2992-7427 / e-mail:

ABSTRACT

The study's objective is to determine the effect of cultural intelligence levels of hotel employees on conflict management styles, correspondingly, to study the effects of cultural intelligence and conflict management styles on the career satisfaction of hotel employees. In the study, conflicts between employees and guests were examined. The study's target population is employees working in 5-star hotel businesses in Turkey. Findings showed that cultural knowledge affects problem-solving positively; forcing, avoiding and career satisfaction negatively; cultural ability affects avoiding positively; problem-solving negatively; cultural metacognition positively affects compromising, yielding, problem-solving, avoiding and career satisfaction positively. It was also found that compromising positively affects career satisfaction. It is thought that the results obtained from the study can provide important information concerning cultural intelligence, conflict management styles and career satisfaction to the owners, managers and employees of the hospitality industry and academicians working in this field. Since there are limited studies on these issues in the international tourism literature, it is considered that the study is important as it is possible that it can contribute to the literature and new studies.

1. INTRODUCTION

According to UNWTO, 1460 million tourists took part in international tourism flows in 2019 (UNWTO, 2021: 1). This flow creates a multinational and, accordingly, multicultural structure in destinations. Adapting to multicultural environments requires having a certain level of education and knowing a foreign language, which means a skilled workforce. Since relations between employee and guest and between employee and employee differ culturally in the tourism industry, cultural intelligence is a key concept in these environments. Employees with a high level of cultural intelligence have high communication skills and a high tendency to provide service while coming with guest satisfaction (Bücker, et al., 2014); it also keeps conflicts within the organization at a low level (Ramirez, 2010). It is thought that the employees' career satisfaction will increase in this kind of environment.

Tourism is basically an international exchange of people. Some intercultural conflicts may occur because people bring their social preferences and prejudices with them (Lickorish & Lenkins, 1997: 75). Hotel businesses also have a multicultural structure in terms of both employees and guests (Chien & Ritchie, 2017: 2). In multicultural environments, individuals may differ from each other due to their personalities, beliefs, cultures, etc. (Han & Yoon, 2020: 310). In environments where there is this kind of differentiation, conflicts are unavoidable. Conflicts negatively affect employee happiness and job satisfaction in addition to employee and business performance (Durak, 2010). Because of this, employees with a high level of cultural intelligence are expected to manage conflicts more effectively (Ramirez, 2010; Zaman & Aktan, 2021:394). It is considered that employees' career satisfaction will be higher in a business environment where conflicts are managed effectively. It can be remarked that employees with high cultural intelligence developed conflict management skills and are satisfied with their jobs will provide better service to tourists and achieve higher customer satisfaction or lower customer dissatisfaction (Frías-Jamilen, et al., 2018: 22). This fact may cause an increase in repeat visits to the destination and increase the number of new tourists owing to the word-of-mouth advertising (Jin & Phua, 2014; Ismagilova et al., 2019). Thus, it can be ensured that the tourism industry contributes more to the reduction of the unemployment rate and balance of payments deficits, which are the main problems of developing countries (Isik, Dogru & Turk, 2017: 1; Işık, Sirakaya-Turk, 2020: 1345; Doğru, Işık, Sırakaya-Turk, 2018: 13; Kozak, 2013: 173). In this

context with this study, it was aimed to determine the effects of cultural intelligence levels on guest-conflict management styles and career satisfaction of employees working in hotel businesses operating in Antalya and Istanbul destinations where 62% of the 5-star hotels in Turkey are located (Republic of Turkey, Ministry of Culture and Tourism, 2021). It is considered that this study will contribute to the literature and the field, as these concepts have not been reviewed together, and the conflicts in the employee-guest relationship in a multicultural sector such as the tourism industry have not been studied.

2. RELATED CONCEPTS AND HYPOTHESES

2.1. Cultural Intelligent

Cultural intelligence (CQ) was studied in a research conducted by Earley and Ang (2003) for the first time by combining cross-cultural and intelligence research. Cultural intelligence theory was published in 2003 by the same authors in their book, Cultural Intelligence: Individual Interactions Across Cultures. Researchers have observed that although computer programmers from different countries are successful and talented in their fields, they have difficulty coming up with a common solution when they work together. In addition, they sought an answer to "why is it that some people adjust to new cultures, understand the existing practices, and can behave appropriately and effectively while others flounder?" and developed the cultural intelligence theory (Early & Ang, 2003: 91). Early and Ang (2003: 58) defined cultural intelligence as "the ability of a person to adopt a new cultural context effectively" in their developed theory.

The concept of cultural intelligence is based on Sternberg and Detterman's (1986) study of multiple intelligences. In this study, different intelligence dimensions were combined to conceptualize individual intelligence. These dimensions are metacognitive intelligence, which states awareness and control of information/cognitions used in acquiring and understanding information; cognitive intelligence, which states knowledge and knowledge structures; motivational intelligence, which accepts that knowledge is the motive and focuses on the magnitude and direction of energy, and behavioural intelligence, which focuses on individual behaviour at the action level.

Thomas et al. (2008) define cultural intelligence as "a system of interacting knowledge and skills, linked by cultural metacognition, that allows people to adapt to, select, and shape the cultural aspects of their environment". In this approach, cultural intelligence components include three dimensions: cultural knowledge, cultural ability and cultural metacognition. Based on this idea, cultural intelligence is knowledge and abilities developed in a particular cultural (cross-cultural) context. It is remarked that the metacognitive dimension must be included in the process to create culturally intelligent behaviour. This approach is important in considering cultural intelligence as an interactive system of abilities (cultural knowledge and cultural ability) and that metacognition works as a connection (Thomas et al. 2008: 128).

Figure 1 shows a view of the connection between cultural metacognition and dimensions of cultural knowledge and abilities. A conflict arising from intercultural differences is remarked in the figure. As a result of this comparison, the other culture participant may show avoidance behaviour (Stage 1). This causes the individual to reflect on their current cultural knowledge and abilities (Stage 2). This new experience provides gains in cultural knowledge and ability by getting involved in the memory of the individual (Stage 3). In the view of these experiences, the next cultural interaction (Stage 4) reflects the individual's new knowledge and abilities (Stage 5) and results in active behaviour (Stage 6). (Such as showing avoidance behaviour based on the example in the next discussion)
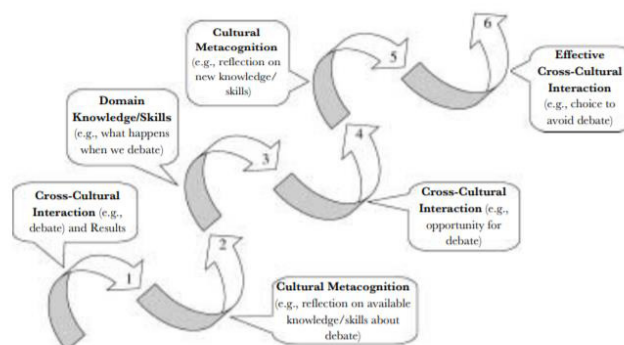

Figure 1. Dimensions of Cultural Intelligence
Source: Thomas et al., 2008

The Importance of Cultural Intelligence in Tourism Establishments

International tourism, which is foreign-dependent by nature, brings multiculturalism to hotel businesses for employees and guests. Personalities, beliefs and cultural characteristics of individuals vary in multicultural hotel businesses. Cultural intelligence takes an active role in managing these differentiations.

It is an important fact for the quality of service offered to the guests that hotels have employees with a high level of cultural intelligence. Employees with a high level of cultural intelligence are aware of the fact that the guests they provide service culturally become dissimilar, know the need to adapt their behaviour to the view of this knowledge they have and can adapt their behaviour according to the cultural characteristics of the guests they provide service (Qi, Smith, & Yeoman, 2018: 597).

Origin country's culture should be considered when providing services in hotel businesses. Employees who have little knowledge about different cultures or have little contact with them and who have not received intercultural training may have problems expressing themselves while providing service to guests and may have difficulty understanding their requests. This situation can reflect negatively on guest satisfaction. At this point, training the hotel staff about the cultural preferences of tourists from various cultures and how to best provide service with them can positively affect guest satisfaction. (Yılmaz & Kaya, 2015: 33).

The fact that the hotel employee is familiar with the culture of the guest who is provided service and can adapt their behavior according to that culture can affect the guest's satisfaction by increasing the quality of the service provided. Guests who are

satisfied with the service they receive can increase their repeat visits to the hotel business, and through word-of-mouth advertising, new tourists can also choose the hotel. Therefore, in hotel businesses where both the hotel employee providing service and the guest getting service culturally become dissimilar, the ability of employees with high cultural intelligence to manage cultural differences provides benefits at both individual and organizational levels.

2.2. Conflict Management Styles

Individuals who work to accomplish the same goal as others in the organization are in an interaction. In this interaction, Factors such as differences in personalities, purposes, values, beliefs and perceptions, approaches to defining problems, etc. cause various conflicts in organizations (Elsayed-EkJiouly & Buda, 1996: 71; Jung & Yoon, 2018: 498; Curcija, Noreen & Driml, 2019: 342). for this reason, it can be said that conflict is an unavoidable result of individual and group differences. For active groups, it is rare to not observe conflict for a long time (Suvacı, 2011:58; Hon & Chan, 2013: 174). Rahim (1985: 81) defined conflict as "an interactive situation that comes up as conflict, disagreement, difference or incompatibility within or between individuals and groups".

The reasons for conflicts can be various (Koçel, 2015: 758). Multiculturalism can also increase the possibility of conflict (Kazan, 1997: 340). Particularly, differences in languages make it difficult for people to express themselves and give birth to disagreements (Cohen, 2001). In addition to the language factor, factors such as food prohibitions, religion, and eating habits are also effective in conflicts (Asunakutlu & Safran, 2004: 40). Behaviour patterns, appearance, socio-economic status, differences of ethnic groups and migration factors are also among the reasons for cultural conflicts (Triandis, 2000: 145; Özmen & Aküzüm, 2013: 447). As the guests getting service in five-star hotels in Turkey are multicultural, these establishments are also multicultural (Çalışkan et al., 2015: 9). Cultural intelligence takes an important role in managing this potential risk (Yeşil, 2010: 150).

Personal Conflict Management Styles

Personal conflict management styles discuss conflict management in two dimensions. These dimensions are concerns for self and concern for others. The level of interest is determined as low or high in both dimensions. Two of the five management styles are situated at the corners of the 2x2 matrix. (Rahim, 1986: 80). The matrix can be found in Figure 2 (De Dreu et al. 2001: 660).
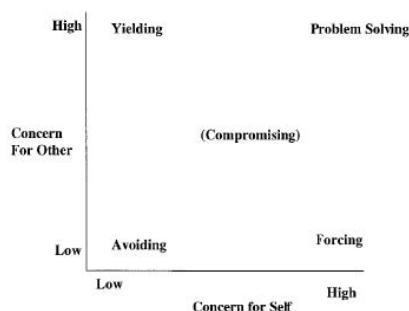

Figure 2. Conflict Management Strategies
Source: De Dreu, 2001

Individuals with a high level of concern for self and low level of concern for others are called "Forcing" individuals with a low level of concern for self and high level of concern for others are "Yielding" individuals with a high level of concern for both themselves and others are "Problem Solving", additionally, individuals with low concern for other are in the "Avoiding" style. The fifth style, "Compromising", is not situated in the middle of the matrix but is a separate dimension between yielding and problem-solving (Cai & Fink, 2002: 69). These styles are as follows:

Forcing: This style is also called competing, controlling, and zero tolerance. It is related to the win-lose trend. In this style, the individual does everything to accomplish their own purpose, thus completely ignoring the needs and expectations of the other party. The only purpose of individuals who choose this style is to win (Rahim & Shapiro, 2000: 10).

Yielding: This style is also called conforming, accepting, and softening. There is a devotion fact in this style. This devotion can come up as generosity, compassion and helpfulness, or it can be in the form of obedience and submission. To eliminate the conflict, the individual ignores their wishes and needs and fulfils some of the other party's wishes and needs to eliminate the conflict (Rahim, 2010: 372). This style also emphasises partnerships by trying to reduce differences (Rahim, Antonioni & Psenicka, 2001: 196).

Problem Solving: This style is also called integration, win-win and cooperation. This dimension requires active cooperation between the parties to reach a solution that fulfils the interests and wishes of both the person and the other party (Rahim & Shapiro, 2000: 10).

Avoiding: This style is related to stepping back, putting something on someone's shoulders, procrastinating, and evading (Rahim & Buntzman, 1989: 197). It can result in postponing the issue to a better time or withdrawing from a threatening situation. The person who avoids cannot fulfil both his own and the other party's interests. In this style, the individual can show a disinterested attitude toward the subject and conflict, as well as denying that there is a conflict (Rahim, 2010: 372).

Compromising: This style is about reaching a common ground for everyone. It occurs when parties focus on finding a common solution that is of concern to all (Simons, 1996: 38; Paul, Samarah, Seetharaman & Mykytyn, 2004: 192). It points to giving up something for both parties to make a mutually acceptable decision (Rahim, Antonioni & Psenicka, 2001: 196).

The Importance of Conflict Management Styles in Tourism Establishments

Hotel businesses, by their nature, show a multicultural structure. This multiculturalism leads to the differentiation of cultural components such as religion, language and race in the working environment. These differences may reveal disagreements and conflicts (Triandis, 2000: 145; Ye, Zhang & Yuen, 2013: 324). The fact that these conflicts do not occur or are managed effectively after they occur affects employee and guest satisfaction.

Hotel establishments are businesses that provide services. The success of hotel businesses is directly related to the satisfaction of the guests they provide

service with (Worsfold et al. 2016; Furenes, Øgaard & Gjerald, 2017: 59). At this point, it is very important to manage the disagreements between an employee and a guest in an effective way (Caber et al., 2019: 90). In a conflict, the good management of the conflicts by the employees has important individual and organisational results (Pelled, 1996; Shafer et al., 2002). To apply the right conflict management style in the right place to manage conflicts effectively.

Hotel employees must not ignore the wishes and interests of the guests in case of a disagreement with them, and they must not ignore the guests' requests. In case of the fact that hotel employees adopt a problem-solving style by addressing the conflict with the guests in a way that will protect the interests of both the guest and the organization, following the principle that if the disagreement is not resolved, the guest is always right (Lynn & Sturman, 2011: 2313) will positively affect guest satisfaction. If the guest leaves the hotel with a pleased behavior, this can enable guests to visit the hotel again, and new guests to prefer the hotel owing to word-of-mouth advertising (Arlı, 2012: 156).

2.3. Career Satisfaction

A career is defined as the emergence of any person's work experience over time (Poulsen, 2006: 251). Career satisfaction is to accomplish individual career goals and expectations (Demirdelen, 2013: 43); whether the career level meets the expectations (Demirdelen & Ulama, 2013: 68), and it is related to an individual's perceptions of their current career success and their hopes for their future steps (Nauta et al., 2009: 236), their accomplishments and how they feel about their roles regarding their career and accomplishments (Kong et al., 2012: 77; Moreo, Cain & Chang, 2020: 40).

Career satisfaction is a positive situation that emerges as a result of the evaluation of one's career (Yan, 2005: 15) and is identified as the general level of happiness experienced with the person's career choice (Fu, 2010: 273). It is also considered satisfaction owing to the level of reaching the goals that the person has set in their career (Yüksel, 2005: 305.

Career satisfaction, with work satisfaction, forms a dimension of subjective (internal) career success. (Judge et al., 1995: 487). The career includes a series of work-related positions a person occupies throughout life. Because of this, subjective career success includes current job and job satisfaction (Judge et al., 1995: 487). Accordingly, career satisfaction, which means the general emotional orientation of the individual towards a career or job, also forms an aspect of job satisfaction. That means a person who is satisfied with their career may not be satisfied with another aspect of his job, for example, working conditions (Gattiker & Larwood, 1988: 573).

Career satisfaction is the satisfaction that individuals derive from the internal and external aspects of their careers, including payment, progress and development opportunities (Judge et al., 1995: 487). Accordingly, it is possible to study career satisfaction in two dimensions: objective and subjective career satisfaction. While satisfaction derives from the evaluations of the employees on issues such as payments and promotions form the objective dimension, the evaluations and subjective perceptions of the employees regarding their career development and success form the subjective career satisfaction dimension. As this dimension includes subjective evaluations of the individual, it is considered the internal dimension of career satisfaction. The intrinsic career satisfaction dimension is not only about success but also about the individual's professional progress, finding their job meaningful, and their expectations for the future (Avcı & Turunç, 2012: 45).

Career success, the level of accomplishment of all career goals, the level of progress in income goals, the level of progress in self-development goals, and the progress achieved in acquiring new skills and competencies are important factors affecting the career satisfaction of employees (Sakal & Yıldız, 2015: 6613). In addition, career satisfaction is affected by factors such as employee benefits, working conditions, acting fairly, discrimination, workload and stress (Ünlü, 2014: 16). for example, practices such as promotion and rewarding of employees can be effective in ensuring employee satisfaction in their careers (Demirdelen, 2013: 43).

The Importance of Career Satisfaction in Tourism Establishments

It is important for hotel employees to be satisfied with their careers, both in terms of personal satisfaction and organizational success. Since hotel businesses operate in a labour-intensive sector, employee satisfaction is as important as guest satisfaction. Because hotel employees need to be satisfied with their careers to ensure guest satisfaction by providing quality service. for this reason, hotel businesses must provide career satisfaction to their employees (Demirdelen & Ulama, 2013: 66).

Employees in hotel businesses are constantly meeting guests. Guests expect a high level of service quality and friendliness in the hotel businesses where they have vacations. It is only possible for employees to provide quality service if they are satisfied with their careers (Karaçar, 2019: 56).

Since the jobs in hotel businesses are service-oriented, it is possible to motivate employees only if they are satisfied with their careers (Uçkun, Pelit & Emir, 2004). Because career satisfaction affects employee performance (Gül & Oktay, 2009), intention to leave (Anafarta &Yılmaz, 2019) and organizational productivity. If the employees' satisfaction is not ensured, their performance will decrease and, accordingly, the organisation's productivity will decrease.

According to previous research and empirical studies, it is possible to explain the connection between cultural intelligence, conflict management styles and career satisfaction. In the literature, there is a study examining the effect of cultural intelligence on conflict management styles. Kenar (2018) remarked in the study that cultural intelligence directly and significantly affects conflict management styles. This study revealed the effect between variables. The H1 hypothesis was developed to test this effect on hotel employees.

H1: Cultural intelligence and its sub-dimensions significantly affect conflict management styles.

H1a: Cultural intelligence and its sub-dimensions have a significant effect on yield.

H1b: Cultural intelligence and its sub-dimensions significantly affect compromising.

H1c: Cultural intelligence and its sub-dimensions have a significant effect on forcing.

H1d: Cultural intelligence and its sub-dimensions significantly affect problem-solving.

H1e: Cultural intelligence and its sub-dimensions have a significant effect on avoiding.

No study in the literature directly studies the effect of cultural intelligence and its components on career satisfaction. However, Judge (1995: 487) stated that job satisfaction with job satisfaction is a dimension of subjective (internal) career success. A career includes a series of work-related positions a person occupies throughout life. Therefore, subjective career success includes a current job and job satisfaction (Judge et al., 1995: 487). The positive effect of cultural intelligence on job satisfaction is considered a sign that it will also affect career satisfaction. In addition, Bücker et al. (2014) reported that cultural intelligence affects job satisfaction positively. From this point of view, the H2 hypothesis was developed to examine the effects of cultural intelligence and its sub-dimensions on career satisfaction.

H2: Cultural intelligence and its sub-dimensions significantly affect career satisfaction.

There is a study examining the effects of conflict management styles on career satisfaction. Akman (2018) did not find a direct and significant effect of conflict management styles on career satisfaction. Still, he determined that job satisfaction has a mediating impact on the effect of conflict management styles on career satisfaction. In addition, the significant relationship between conflict management styles and career satisfaction indicates that conflict management styles may also have a significant effect on career satisfaction. From this point of view, the H3 hypothesis was developed to test the effect of conflict management styles on career satisfaction.

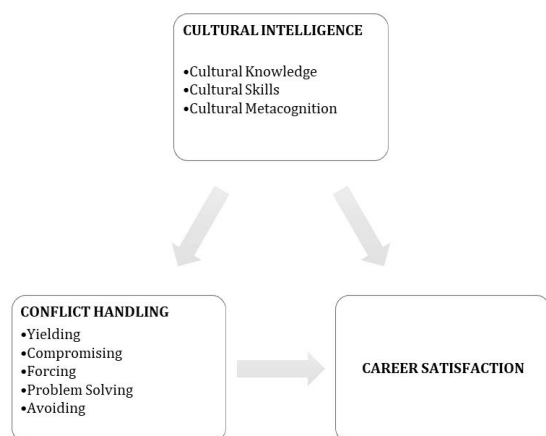H3: Conflict management styles have a significant effect on career satisfaction.

Figure 3. A conceptual research model

3.RESEARCH METHOD

3.1. Measures

The data were obtained from the participants via a questionnaire. In addition to questions to determine the demographic characteristics of the participants in the questionnaire, there are three scales to measure the employees' cultural intelligence, conflict management styles and career satisfaction.

The first scale of the study is the cultural intelligence scale developed by Thomas et al. (2015) to determine the cultural intelligence, including three dimensions and ten items. The second scale of the study is the conflict management styles developed by De Dreu et al. (2001), including five dimensions and 20 items. All the scales were rated on five-point scales, ranging from 5 (strongly agree) to 1 (strongly disagree). The last scale of the study is the career satisfaction scale developed by Shaver and Lacey (2003), including three dimensions.

3.2. Data Collection and Sample

The research population includes employees working in 5-star hotels in Antalya and Istanbul. Antalya is the province that attracts the most tourists within the framework of sea, sand, sun (3S) tourism and mass tourism. Istanbul is the city that attracts the most tourists within the scope of congress and cultural tourism (TÜRSAB & TUADER, 2017: 30). It has five-star hotels (TÜROB, 2018) that were influential in determining this phase. 32% of the total tourists who came to Turkey in 2018 chose to Antalya (ALTID, 2021); 34% chose Istanbul (TÜRSAB, 2020) (Republic of Turkey, Ministry of Culture and Tourism, 2019). In terms of the number of hotels, 343 (46%) of the 749 five-star hotels in Turkey are in Antalya, and 118 (16%) are in Istanbul (Republic of Turkey, Ministry of Culture and Tourism, 2019). In other saying, 62% of the total five-star hotels in Turkey are in Antalya and Istanbul. Any employee that could be reached was included in the study.

As of 2019, there are 118 five-star hotels in Istanbul; and 343 in Antalya (Republic of Turkey, Ministry of Culture and Tourism, 2019). Since the study population is more than 10000, it is accepted as an unlimited universe. The formula "N>10000 için n=(PxQxZα2)H2", which is used in quantitative research, was used to calculate the sample size (Ural & Kılıç, 2011: 47). On the view of this formula, P=0,5 and Q=1–P are Q=0,5, and sampling size was calculated as n=(0,05x0,05x1,962)/0,052, which means n=384, according to 0,05 significance level and 0,05 sampling error. The data was collected between April and November 2019. As there were many unanswered questions in 7 of the 893 returned surveys from the distributed surveys, these surveys were eliminated and were not included in the analysis. Analyzes were made on 886 surveys. As a result of the sling analysis, the survey numbered 593 was excluded from the data set and was not included in the subsequent analyzes (Kalaycı, 2006: 212). Subsequent analyzes were made on 885 available surveys. Analyzes were performed using factor scores.

4.FINDINGS

4.1. Reliability Analysis

Within the research framework, reliability analysis was made to test the reliability of the scales in the survey form. Reliability analysis was applied to the scales in the survey separately. As a result of the reliability analysis applied to the cultural intelligence scale, the Cronbach Alpha coefficient was 0.924; According to the reliability analysis applied to the conflict management styles scale, the Cronbach Alpha coefficient for the whole scale was 0.879; and, according to the reliability analysis applied to the career satisfaction scale, the Cronbach Alpha coefficient for the whole scale was 0.909. These values show that the scales are highly reliable

(Mayers, 2013: 56).

4.2. Confirmatory Factor Analysis

In the second stage of the study, confirmatory factor analysis was made to test the validity of the scales. Confirmatory factor analysis was made twice at this stage. In the first analysis, "I give in to the wishes of the other party", "I concur with the other party.", and "I try to avoid a confrontation with the other." were removed and not evaluated in the second analysis since the standardized load values were low. Results related to confirmatory factor analysis are shown in Table 1:

Table 1. Confirmatory Factor Analysis

CULTURAL INTELLIGENCE	Standardized loading	t-Value
Cultural Knowledge		
I know the ways in which cultures around the world are different.	0,78	26,11
I can give examples of cultural differences from my personal experience, reading, and so on.	0,78	26,12
Cultural Skills		
I enjoy talking with people from different cultures.	0,82	29,00
I have the ability to accurately understand the feelings of people from other cultures.	0,75	25,46
I sometimes try to understand people from another culture by imagining how something looks from their perspective.	0,77	26,61
I can change my behavior to suit different cultural situations and people.	0,69	22,79
I accept delays without becoming upset when in different cultural situations and with culturally different people.	0,76	25,90
Cultural Metacognition		
I am aware of the cultural knowledge I use when interacting with someone from another culture.	0,74	24,26
I think a lot about the influence that culture has on my behavior and that of others who are culturally different.	0,71	23,15
I am aware that I need to plan my course of action when in different cultural situations and with culturally different people.	0,75	25,31
CONFLICT HANDLING		
Yielding		
I try to accommodate the other party.	0,69	20,26
I adapt to the parties' goals and interests.	0,62	18,25
Compromising		
I try to realize a middle-of-the-road solution.	0,56	17,21
I emphasize that we have to find a compromise solution.	0,65	20,58
I insist that we both give in a little.	0,59	18,44
I strive whenever possible toward a 50-50 compromise.	0,60	18,52
Forcing		
I push my own point of view.	0,61	18,19
I search for gains.	0,74	23,20
I fight for a good outcome for myself.	0,72	22,34
I do everything to win.	0,62	18,92
Problem Solving		
I examine issues until I find a solution that really satisfies me and the other party.	0,64	20,12
I stand for my own and other's goals and interests.	0,74	24,13
I examine ideas from both sides to find a mutually optimal solution.	0,77	26,45
I work out a solution that serves my own and the other's interests as well as possible.	0,68	22,09
Avoiding		
I avoid confrontation about our differences.	0,58	14,69
I avoid differences of opinion as much as possible.	0,51	13,13
I try to make differences seem less severe.	0,52	13,59
CAREER SATISFACTION		
7.1. I am glad that I have chosen hospitality industry for my career.	0,91	33,91
7.2. I like working at hotels.	0,92	34,90
7.3. I encourage others to work at the hotel.	0,81	28,69

Table 1 shows that each item's standardised load value is greater than 0,50, and t-values are greater than 1,96. However, the standardized load values and t-values of the measurement model are insufficient to be within acceptable limits. For the model to be accepted as a whole, the goodness of fit must also be considered.

Goodness-of-fit reference values are shown in Table 2 for the model to be accepted. When the table is reviewed, it is obtained that the values obtained as a result of confirmatory factor analysis are at the desired level. Accordingly, it is possible to remark that the scales in the survey have a valid structure as a model.

Table 2. Confirmatory Factor Analysis Fit Index Criteria

Fit Measure	Reference Values		Goodness of Fit Values		
	Good Fit	Acceptable Fit	Cultural Intelligence	Conflict Handling	Career Satisfaction
SRMR	0≤SRMR≤0,05	0,05<SRMR≤0,10	0,043	0,11	Good Fit
NFI	0,95<NFI≤1,00	0,90<NFI≤0,95	0,97	0,94	Good Fit
NNFI	0,97<NNFI≤1,00	0,95<NNFI≤0,97	0,96	0,94	Good Fit
CFI	0,97<CFI≤1,00	0,95<CFI≤0,97	0,97	0,95	Good Fit

Source: Schermelleh-Engel, K., Moosbrugger, H. and Müller, H. (2003).

4.3. Hypotheses Test

Multiple regression analysis was made to determine the effect of cultural intelligence dimensions of hotel employees on conflict management styles and career satisfaction and the effect of conflict management styles on career satisfaction.

Regression analysis was made to determine the effect of cultural intelligence dimensions on yielding conflict management styles. The model formed on the view of the results of the analysis was found to be significant. According to the model, the ratio of cultural intelligence to explain yielding conflict management styles was 24%. In the view of the results of the analysis, cultural metacognition (β=,589; p<0,05) positively affects yielding. However, cultural knowledge and ability (p>0,05) did not significantly affect yield. Results related to the analysis are shown in Table 1.

Table 3. The Effect of Cultural Intelligence Dimensions on Yielding

Model		Unstandardized		Standardized		
		β	SE	β	t	Sig.
1	(Constant)	7,11	,030		,000	1,000
	Cultural Knowledge	,270	,143	,267	1,890	,059
	Cultural Skills	-,339	,180	-,335	-1,881	,060
	Cultural Metacognition	,575	,090	,589	6,358	,000
R=,499	R²=,249	ΔR²=,246		F=97,178		Sig.=,000
Dependent variable: Yielding						

Regression analysis was made to determine the effect of cultural intelligence dimensions on compromising conflict management styles. The model formed on the view of the results of the analysis was found to be significant. According to the model, the rate of explaining compromising, one of the conflict management styles, of cultural intelligence was 21%.

According to the analysis results, cultural metacognition (β=,744; p<0,05) affects compromising positively. However, cultural knowledge and ability (p>0,05) did not significantly affect compromising. The results of the analysis are shown in Table 4.

Table 4. The Effect of Cultural Intelligence Dimensions on Compromising

Model		Unstandardized		Standardized		
		β	SE	β	t	Sig.
1	(Constant)	2,34	,030		,000	1,000
	Cultural Knowledge	,211	,147	,207	1,431	,153
	Cultural Skills	-,268	,186	-,263	-1,441	,150
	Cultural Metacognition	,529	,093	,519	5,666	,000
R=,461	R²=,213	ΔR²=,210		F=121,241		Sig.=,000
Dependent Variable: Compromising						

Regression analysis was made to determine the effect of cultural intelligence dimensions on forcing,

one of the conflict management styles. The model formed on the view of the results of the analysis was found to be significant. According to the model, the rate of explaining forcing from conflict management styles of cultural intelligence was 8%.

According to the results of the analysis, while cultural metacognition (β=,301; $p<0,05$) has a positive effect on forcing, cultural knowledge and cultural ability ($p>0,05$) have no significant effect on forcing. The results of the analysis are shown in Table 5.

Table 5. The Effect of Cultural Intelligence Dimensions on Forcing

Model		Unstandardized Standardized		Unstandardized Standardized		
		β	SE	β	t	Sig.
1	(Constant)	-5,44	,032		,000	1,000
	Cultural Knowledge	-,278	,156	-,278	-1,784	,000
	Cultural Skills	,257	,197	,256	1,306	,075
	Cultural Metacognition	,301	,099	,301	3,048	,192
R=,296	R²=,088	ΔR²=,085		F=28,278		Sig.=,000
Dependent variable: Forcing						

Regression analysis was made to determine the effect of cultural intelligence dimensions on problem-solving, one of the conflict management styles. The model formed on the view of the results of the analysis was found to be significant. According to the model, the ratio of cultural intelligence to explain problem-solving, one of the conflict management styles, was 25%.

According to the results of the analysis, cultural knowledge (β=470; $p<0.05$) and cultural metacognition (β=,510; $p<0,05$) positively affect problem-solving, while cultural ability (β= -,466; $p<0,05$)) negatively affect problem-solving. According to this result, it can be observed that the most effective dimension of problem-solving is the cultural metacognition dimension, and the least effective dimension is the cultural ability dimension. The results of the analysis are shown in Table 6.

Table 6. The Effect of Cultural Intelligence Dimensions on Problem Solving

Model		Unstandardized Standardized		Unstandardized Standardized		
		β	SE	β	t	Sig.
1	(Constant)	-1,18	,030		,000	1,000
	Cultural Knowledge	485	,145	,470	3,342	,001
	Cultural Skills	-,480	,183	-,466	-2,628	,009
	Cultural Metacognition	,527	,092	,510	5,734	,000
R=,507	R²=,257	ΔR²=,255		F=101,654		Sig.=,000
Dependent Variable: Problem Solving						

Regression analysis was made to determine the effect of cultural intelligence dimensions on avoiding conflict management styles. The model formed on the view of the results of the analysis was found to be significant. According to the model, the rate of explaining avoidance of conflict management styles by cultural intelligence was 10%.

According to the results of the analysis, cultural ability (β=,541; $p<0,05$) and cultural metacognition (β=,308; $p<0,05$) positively affects avoidance, while cultural knowledge (β=-,587; $p<0,05$)) negatively affects avoiding. According to this result, it can be observed that the most effective dimension for avoiding is the cultural knowledge dimension, and the least effective dimension is cultural metacognition. The results of the analysis are shown in Table 7.

Table 7. The Effect of Cultural Intelligence Dimensions on Avoiding

Model		Unstandardized Standardized		Unstandardized Standardized		
		β	SE	β	t	Sig.
1	(Constant)	-7,010	,032		,000	1,000
	Cultural Knowledge	-,568	,154	-,567	-3,678	,000
	Cultural Skills	,542	,195	,541	2,783	,000
	Cultural Metacognition	,309	,098	,308	3,155	,002
R=,326	R²=,107	ΔR²=103		F=35,010		Sig.=,000
Dependent Variable: Avoiding						

Regression analysis was made to determine the effect of cultural intelligence dimensions on career satisfaction. The model formed according to the analysis results was found to be significant. According to the model, the rate of explaining career satisfaction of cultural intelligence was 22%.

According to the results of the analysis, while cultural metacognition (β=,881; $p<0,05$) positively affects career satisfaction, cultural knowledge and cultural ability ($p>0,05$) do not have a significant effect on career satisfaction. The results of the analysis are shown in Table 8.

Table 8. The Effect of Cultural Intelligence Dimensions on Career Satisfaction

Model		Unstandardized Standardized		Unstandardized Standardized		
		β	SE	β	t	Sig.
1	(Constant)	-3,300	,030		,000	1,000
	Cultural Knowledge	-,267	,143	-,267	-1,863	,063
	Cultural Skills	,215	,181	,215	1,190	,234
	Cultural Metacognition	,512	,091	,512	5,633	,000
R=,476	R²=,226	ΔR²=224		F=85,983		Sig.=,000
Dependent Variable: Career Satisfaction						

Regression analysis was made to determine the effect of conflict management styles on career satisfaction. The model formed on the view of the results of the analysis was found to be significant. According to the model, the ratio of conflict management styles to explain career satisfaction was 10%.

According to the analysis results, yielding style (β=,215; $p<0,05$) positively affects career satisfaction. Compromise, problem-solving, forcing and avoiding dimensions do not significantly affect career satisfaction ($p>0,05$). The results of the analysis are shown in Table 9.

Table 9. The Effect of Conflict Management Styles on Career Satisfaction

Model		Unstandardized Standardized		Unstandardized Standardized		
		β	SE	β	t	Sig.
1	(Constant)	5,531	,032		,000	1,000
	Yielding	,212	,098	,215	2,161	,031
	Compromising	,049	,103	,050	,477	,633
	Forcing	,053	,065	,053	,810	,418
	Problem Solving	,003	,088	,003	,035	,972
	Avoiding	,029	,061	,029	,478	,633
R=,321	R²=,103	ΔR²=,098		F=28,729		Sig.=,000
Dependent Variable: Career Satisfaction						

As a result of the multiple regression analysis, the H1, H2 and H3 hypotheses were partially accepted.

5.DISCUSSION AND CONCLUSIONS

The research framework aimed to review the relationship between cultural intelligence, conflict management styles and career satisfaction of employees of five-star hotels in Istanbul and Antalya. It is thought that the research will contribute to the field, as these three variables have not been used together before, and the conflicts in employee-guest relations have not been reviewed.

5.1. Theoretical Contribution

As a result of the research, it was determined that cultural intelligence affects the conflict management styles of hotel employees. Accordingly, it has been determined that cultural metacognition positively affects compromise. This result can be interpreted as hotel employees who know their knowledge of different cultures will increase their preferences for yielding conflict management styles during the conflict. These results support the results of the study by Kenar (2018).

According to the other result of the study, cultural metacognition positively affects compromising. Given this, it can be said that there may be an increase in the preferences of the hotel staff towards compromising with the increase in awareness of different cultures. This result is partially similar to the study by Kenar (2018).

According to the other result of the study, cultural knowledge negatively affects forcing. Based on this result, it can be said that as hotel staff's knowledge of different cultures increases, there will be a decrease in their preferences for the forcing style, one of the conflict management styles.

According to the other result of the study, while cultural knowledge and cultural metacognition positively affect the problem-solving style, cultural ability negatively affects the problem-solving style. Given this result, it is possible to say that as hotel staff's knowledge of cultural differences and their awareness of the effect of this information on behaviours increase, their preferences for problem-solving styles during conflicts will increase. However, it can be said that as the ability of employees to adapt their behaviours in culturally differentiated environments increases, their preferences for problem-solving styles will decrease. This result is partially similar to the study by Kenar (2018). Kenar, in the study, determined that cultural knowledge affects problem-solving in a negative way. This differentiation may be because the studies were performed in different sectors.

As the effect of the sub-dimensions of cultural intelligence on the avoiding style of conflict management styles is reviewed, cultural ability and cultural metacognition have a positive effect on the avoiding style, while cultural information affects the avoiding style negatively. Given this result, it can be said that as hotel staff's ability to adapt their behaviours while providing service to guests from different cultures and their awareness of the need to use these skills increases, there is an increase in their preference for using the avoiding style to minimize cultural differences during conflicts. However, it can be said that as the level of knowledge of employees concerning different cultures increases, their preferences for avoiding style will decrease. (As a matter of fact, it was reported in previous results that cultural knowledge level increases problem-solving style). This result is similar to the study by Kenar (2018).

As the effect of cultural intelligence on career satisfaction is examined, cultural metacognition affects career satisfaction positively, while cultural knowledge affects career satisfaction negatively. This result can be interpreted as the increase in the awareness of the employees regarding the effects of cultures on human behaviour will increase their career satisfaction, and as their knowledge of cultural differences increases, their career satisfaction will decrease.

Yielding, one of the conflict management styles, positively affects career satisfaction. This result can be interpreted as increased career satisfaction levels as hotel employees prefer to use the yielding style during the conflict. This result differs from Akman's (2018) study. Akman determined in his study that conflict management styles do not have a direct effect on career satisfaction. This difference can be explained by the fact that the studies were made in different sectors.

5.2. Managerial Implications

It is important for the quality of service offered to the guests that hotels have employees with a high level of cultural intelligence. Employees with a high level of cultural intelligence know that the guests they provide service to are culturally differentiated, they are aware of the need to adapt their behaviour to this information, and they can adapt. Therefore, in hotel businesses where both the hotel employee providing service and the guest getting service are culturally different, the ability of employees with high cultural intelligence to manage cultural differences provides benefits at both individual and organizational levels. Being familiar with the culture of the guest-provided service and adapting his behavior according to that culture will increase the quality of the service provided and affect the guest's satisfaction. In addition, the differentiation of cultural components such as religion, language, and race may reveal disagreements and conflicts. Cultural intelligence is active in ensuring that these conflicts do not arise or can be managed well after they arise. For this reason, managers should prefer candidates with high cultural intelligence in the recruitment process. Employees should also include training that will increase their cultural intelligence levels in training programs. As a matter of fact, many personnel in the sector remained unemployed during the Covid-19 pandemic (Gümüş and Belber, 2021; Işık, 2020). Unemployed qualified personnel made their way to different sectors (TÜRSAB, 2020). For this reason, it is thought that the need for qualified personnel with a high level of cultural intelligence in hotel businesses has increased even more.

Various suggestions can be made to hotel managers given the study's results. Firstly, it is suggested that, when the employees disagree with the guests, if the manager prefers that their employees use the compromising and yielding style from the conflict management styles: increase/raise the cultural metacognition level of the employees if the manager prefers that their employees use the problem-solving style: increase/raise the cultural knowledge and cultural metacognition if the manager prefers that their employees use the avoiding style: increase/

raise cultural ability and cultural metacognition levels, if the manager prefers that their employees avoid from the forcing style: increase/raise their cultural knowledge level. Secondly, hotel managers who want to increase their employees' career satisfaction levels can be suggested to prepare training programs and seminars to increase their employees' cultural metacognition levels. Finally, if hotel managers encourage employees to use the yielding style in case of guest disagreement, it will increase employees' career satisfaction.

6.LIMITATION AND FUTURE STUDY

It is thought that the results obtained within the framework of the study can give important information to researchers about cultural intelligence, conflict management styles and career satisfaction. Since there are limited studies on these issues in the international tourism literature, there is no study in which these three variables are used together, and there is no study examining the conflicts between the employee and the guest, it is thought that the study is important because it can contribute to the literature and new studies.

Within the framework of the study, there was no study examining the relationship between cultural intelligence, conflict management styles and career satisfaction, and it was observed that there were a limited number of studies examining the relation of these variables with demographic variables and work-related variables. Due to this reason, the results within the framework of the study could not be generalized. To compare and generalize the results, it can be suggested that researchers increase the studies in this field.

The study was performed with employees of five-star hotels in Antalya and Istanbul. The reason for choosing this sample is that these two destinations in Turkey have the most five-star hotels, and Antalya attracts the most tourists for mass tourism and Istanbul for congress and cultural tourism. For future studies, it can be suggested that researchers should include employees working in lower-star hotels in the sample; in addition, they examine the variables on hotels in other regions. Furthermore, a similar study on food and beverage businesses and travel agency employees will contribute to the tourism literature. It is considered that comparing similar studies in different branches of the service sector will contribute to the field.

REFERENCES

Akman, A. (2018). A Research on Conflict Management, Job Satisfaction, Career Satisfaction, Job Performance and Turnover Intention, Unpublished Doctoral Dissertation, Osmaniye Korkut Ata University, Osmaniye, Turkey.

Alanya Touristic Hoteliers Association (ALTID). (Turkısh) Antalya Zıyaretçi Sayıları. Retrieved May 15, 2020, from https://www.altid.org.tr/bilgi-hizmetleri/antalya-ziyaretci-sayilari-2015-2020/

Anafarta, A. & Yılmaz, Ö. (2019). The Mediating Role of Job Engagement in The Relationship Between Career Satisfaction and Intention To Quit, Journal of Business Research, 11(4), pp. 2944-2959.

Arlı, E. (2012). The Effect of Reference Groups on Purchasing Decisions Depending on Word of Mouth Communication of Customers: A Research on Maritime Tourism, International Journal of Management Economics & Business, 8(17), pp. 155-170.

Asunakutlu, T. & Safran, B. (2004). A Research Towards Conflicts Originated From Cultural Differences (The Example of Marmaris Tourism Sector). Education Sciences, 8(4), pp. 441-459

Avcı, U. & Turunç, Ö. (2012). The Impact of Transformational Leadership and Organizational Trust on Career Satisfaction: Mediating Role of Leader-Member Exchange Quality. Journal of Alanya Faculty of Business, 4(2), pp. 45-55.

Bücker, J. J. L. E., Furrer, O., Poutsma, E. & Buyens, D. (2014). The Impact of Cultural İntelligence on Communication Effectiveness, Job Satisfaction and Anxiety for Chinese Host Country Managers Working for Foreign Multinationals, The International Journal of Human Resource Management, 25(14), pp. 2068-2087.

Caber, M., Ünal, C., Cengizci, A. D., & Güven, A. (2019). Conflict Management Styles of Professional Tour Guides: A Cluster Analysis. Tourism Management Perspectives, 30, pp. 89-97.

Cai, D., & Fink, E. (2002). Conflict Style Differences Between İndividualists and Collectivists. Communication Monographs, 69(1), pp. 67-87.

Chien, P. M., & Ritchie, B. W. (2018). Understanding Intergroup Conflicts in Tourism. Annals of Tourism Research, 72, pp. 177-179.

Cohen, R. (2001). Language and Conflict Resolution: The Limits of English. International Studies Review, 3(1), pp. 25-51.

Curcija, M., Breakey, N., & Driml, S. (2019). Development of a Conflict Management Model As A Tool for İmproved Project Outcomes in Community Based Tourism. Tourism Management, 70, pp. 341-354.

Çalışkan, S. C., Ünal, Z. M., Kalafatoğlu, Y., Akün, F. A. & Üçler, Ç. (2015). The Relationship Among Leaders' Perceived Cultural İntelligence, Employees' Diversity Climate Perception, Employees' Openness To Experience and Organizational Cynicism: A Research İn Tourism Sector. The Journal of Human and Work, 2(1), pp. 1-11.

De Dreu, C. K., Evers, A., Beersma, B., Kluwer, E. S. & Nauta, A. (2001). A Theory-Based Measure of Conflict Management Strategies in The Workplace. Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior, 22(6), pp. 645-668

Demirdelen, D. & Ulama, Ş. (2013). Managers' Opinion and Perceptions of Career Satisfaction: A Study in Five Star Hotels in Antalya, The Journal of Business Science, 1(2), pp. 65-89.

Demirdelen, D. (2013). Managers' Opinions and Perceptions of Career Satisfaction: A Study in A Five Star Hotel in Antalya, Unpublished Master's Thesis, Sakarya University, Sakarya, Turkey.

Dogru, T., Isik, C., & Sirakaya-Turk, E. (2019). The Balance of Trade and Exchange Rates: Theory and Contemporary Evidence From Tourism. Tourism Management, 74, pp. 12-23.

Durak, A. (2010). Organizational conflict in Primary Schools and Its Effects on Organizational Performance: A Resaarch on The Primary Schools in The Nigde City Center, Unpublished Master's Thesis, Niğde University, Niğde, Turkey.

Earley, P. C., & Ang, S. (2003). Cultural Intelligence: Individual Interactions Across Cultures. Stanford, CA: Stanford Business Books.

Elsayed-EkJiouly, S. M., & Buda, R. (1996). Organizational Conflict: A Comparative Analysis of Conflict Styles Across Cultures. International Journal of Conflict Management.7(1), pp. 71-81.

Frías-Jamilena, D.M., Sabiote-Ortiz, C. M., Martín-Santana, J. D.,& Beerli-Palacio, A. (2018). The effect of Cultural Intelligence on Consumer-Based Destination Brand Equity.

Annals of Tourism Research, 72, pp. 22–36.

Fu, J. R. (2010). Is Information Technology Career Unique? Exploring Differences in Career Commitment and its Determinants Among IT and Non-IT Employees. International Journal of Electronic Business Management, 8(4), pp. 272-281.

Furenes, M. I., Øgaard, T., & Gjerald, O. (2017). How Face-To-Face Feedback influences Guest Outcome Evaluation of Co-Production: Changing or Shaping Guest Experiences?. Tourism Management Perspectives, 21, pp. 59-65.

Gattiker, U. E. & Larwood, L. (1988). Predictors for Managers' Career Mobility, Success, and Satisfaction. Human Relations, 41(8), pp. 569-591.

Gül, H. & Oktay, E. (2009). Relations Between Pay, Career, Job Satisfaction and Performance: An Application in Karaman Governorship. The journal of Institute of Social Sciences, (21), pp. 223-238.

Gümüş, S. E., & Belber, B. G. (2021). Covid-19 Salgınının Butik Otel İşgörenleri Üzerindeki Etkisi: Göreme Örneği. Nevşehir Hacı Bektaş Veli Üniversitesi SBE Dergisi, 11(4), pp. 2175-2195.

Han, S., & Yoon, J. (2020). Cultural Intelligence on Perceived Value and Satisfaction of Ethnic Minority Groups' Restaurant Experiences in Korea. Journal of Tourism and Cultural Change, 18(3), pp. 310-332.

Hon, A. H., & Chan, W. W. (2013). The Effects of Group Conflict and Work Stress on Employee Performance. Cornell Hospitality Quarterly, 54(2), pp. 174-184.

Hotel Association of Turkey [TÜROB] (2018) Kültür ve Turizm Bakanlığı Çevreye Duyarlı Konaklama Tesisi Belgeli Tesisler. Retrieved June 27, 2018 from http://www.turob.com/tr/istatistikler

Hotel Association of Turkey [TÜROB] (2018). Statistics. Retrieved April, 7, 2021, from http://www.turob.com/tr/istatistikler

Hotel Association of Turkey [TÜROB]. Turizm Belgeli Tesisler – İSTANBUL. Retrieved June 27, 2018 from http://www.turob.com/tr/istatistikler?text=tesisler&Month=0&Year=0

Işık, C., Sirakaya-Turk, E., & Ongan, S. (2020). Testing The Efficacy of The Economic Policy Uncertainty Index on Tourism Demand in USMCA: Theory and Evidence. Tourism Economics, 26(8), pp. 1344-1357.

Isik, C., Dogru, T., & Turk, E. S. (2018). A Nexus of Linear and Non-Linear Relationships Between Tourism Demand, Renewable Energy Consumption, and Economic Growth: Theory and Evidence. International Journal of Tourism Research, 20(1), pp. 38-49.

Ismagilova, E., Slade, E. L., Rana, N. P., & Dwivedi, Y. K. (2019). The Effect of Electronic Word of Mouth Communications on İntention To Buy: A Meta-Analysis. Information Systems Frontiers, pp. 1-24.

Işık Erol, S.(2020). Covid-19'un Turizm Sektöründe İstihdama Etkisi: İtalya, İspanya ve Türkiye Örnekleri. İşletme ve İktisat Çalışmaları Dergisi, 8(2), pp. 38-49.

Jin, S. A. A., & Phua, J. (2014). Following Celebrities' Tweets About Brands: The Impact of Twitter-Based Electronic Word-of-Mouth On Consumers' Source Credibility Perception, Buying Intention, and Social Identification With Celebrities. Journal of Advertising, 43(2), pp. 181-195.

Judge, T. A., Cable, D. M., Boudreau, J. W. & Bretz Jr, R. D. (1995). An Empirical İnvestigation of The Predictors of Executive Career Success. Personnel Psychology, 48(3), pp. 485-519.

Jung, H., & Yoon, H. H. (2018). Improving Frontline Service Employees' Innovative Behavior Using Conflict Management in The Hospitality Industry: The Mediating Role of Engagement. Tourism Management, 69, pp. 498–507.

Kalaycı, Ş. (2010). Spss Uygulamalı Çok Değişkenli İstatistik

Teknikleri. Ankara: Asil Yayın Dağıtım.

Karaçar, E. (2019). Otel çalışanlarının İş Tatmini ve Motivasyon Düzey Değişkenleri Üzerine Bir Araştırma: Sinop Örneği. A Research on Job Satifaction and Motivation Level Variables of Hotel Employees: Sinop Example. Sinop University Journal of Social Sciences, 3(1), pp. 55-78.

Kazan, M. K. (1997). Culture and Conflict Management: A Theoretical Framework. International Journal of Conflict Management, 8 (4), pp. 338-360.

Kenar, G. (2018). Impact of Cultural İntelligence On Styles of Handling Organizational Conflict of Employees Unpublished Master's Thesis, Burdur Mehmet Akif Ersoy University, Burdur, Turkey.

Koçel, T. (2015). İşletme Yöneticiliği. İstanbul: Beta Yayıncılık.

Kong, H., Cheung, C. & Song, H. (2012). From Hotel Career Management To Employees' Career Satisfaction: The Mediating Effect of Career Competency. International Journal of Hospitality Management, 31(1), pp. 76-85.

Kozak, M. (2013). Turizm Sektörünün Ulusal Ekonomiler Üzerindeki Etkileri. In O. Bahar & M.Kozak (Eds.) Turizm Ekonomisi (pp.172-201). Eskişehir: Anadolu Üniversitesi.

Lickorish, L. J., & Jenkins, C. L. (2007). Introduction to Tourism. Routledge.

Lynn, M., & Sturman, M. (2011). Is The Customer Always Right? The Potential for Racial Bias in Customer Evaluations of Employee Performance. Journal of Applied Social Psychology, 41(9), pp. 2312-2324.

Mayers, A. (2013). Introduction To Statistics and SPSS in Psychology. Pearson Higher Ed.

Moreo, A., Cain, L., & Chang, W. (2020). Antecedents and Consequences of Anger Among Restaurant Employees. Journal of Hospitality and Tourism Management, 45, pp. 37-47.

Nauta, A., Van Vianen, A., Van der Heijden, B., Van Dam, K. & Willemsen, M. (2009). Understanding The Factors That Promote Employability Orientation: The Impact of Employability Culture, Career Satisfaction, and Role Breadth Self-Efficacy. Journal of Occupational and Organizational Psychology, 82(2), pp. 233-251.

Özmen, F. & Aküzüm, C. (2013). Management of Conflıcts Stemmed From Cultural Dıfferences in School Envıronment-The Sample of Alipasha Elementary School. Education Sciences, 8(4), pp. 441-459.

Paul, S., Samarah, I. M., Seetharaman, P., & Mykytyn Jr, P. P. (2004). An Empirical İnvestigation of Collaborative Conflict Management Style in Group Support System-Based Global Virtual Teams. Journal of Management Information Systems, 21(3), pp.185-222.

Pelled, L. H. (1996). Demographic Diversity, Conflict, and Work Group Outcomes: An Intervening Process Theory. Organization Science, 7(6), pp. 615-631.

Poulsen, K. M. (2006). Implementing successful mentoring programs: Career Definition vs Mentoring Approach. Industrial and Commercial Training, 38(5), pp. 251-258.

Qi, & Smith, K. A.& Yeoman, I. (2018). Cross-Cultural Event Volunteering: Challenge and Intelligence. Tourism Management, 69, pp. 596–604.

Rahim, M. A. (1985). A Strategy for Managing Conflict in Complex Organizations. Human Relations, 38(1), pp. 81-89.

Rahim, M. A. (1986). Referent Role and Styles of Handling Interpersonal Conflict. The Journal of Social Psychology, 126(1), pp. 79-86.

Rahim, M. A. (2010). Managing Conflict in Organizations. In P. Fenn & R. Gameson (Eds.),Construction Conflict Management and Reolution (pp. 370-379). Transaction Publishers.

Rahim, M. A., & Buntzman, G. F. (1989). Supervisory

Power Bases, Styles of Handling Conflict with Subordinates, and Subordinate Compliance and Satisfaction. The Journal of Psychology, 123(2), pp. 195-210.

Rahim, M. A., Antonioni, D., & Psenicka, C. (2001). A Structural Equations Model of Leader Power, Subordınates' styles of Handlıng Conflict, and Job Performance. International journal of conflict management.12(3), pp. 206-235.

Rahim, M. A., Magner, N. R., & Shapiro, D. L. (2000). Do Justice Perceptions Influence Styles of Handling Conflict With Supervisors? What Justice Perceptions, Precisely?. International Journal of Conflict Management.11(1), pp. 9-31.

Ramirez, A. R. (2010). Impact of Cultural Intelligence Level On Conflict Resolution Ability: A Conceptual Model And Research Proposal. Emerging Leadership Journeys, 3(1), pp. 42-56.

Republic of Turkey Ministry of Culture and Tourism (2019). Tourism Statistics, Retrieved October 15, 2021, from https://yigm.ktb.gov.tr/TR-9851/turizm-istatistikleri.html

Republic of Turkey Ministry of Culture and Tourism (2021). Ministry Licenced Establishments, Retrieved May 1531 2021, from https://yigm.ktb.gov.tr/TR-9579/turizm-tesisleri.html

Republic of Turkey Ministry of Culture and Tourism (2021). Ministry Licenced Establishments, Retrieved May 15, 2021, from https://yigm.ktb.gov.tr/TR-9579/turizm-tesisleri.html

Sakal, Ö. & Yıldız, S. (2015). Relations of Individualism and Collectivism Values and Career Anchors and Career Satisfactııon, Journal of Yasar University, 10(40), pp. 6612-6623.

Schermelleh-Engel, K., Moosbrugger, H. & Müller, H. (2003). Evaluating The Fit of Structural Equation Models: Tests of Significance and Descriptive Goodness-of-Fit Measures. Methods of Psychological Research Online, 8(2), pp. 23-74.

Shafer, W. E., Park, L. J., & Liao, W. M. (2002). Professionalism, Organizational-Professional Conflict and Work Outcomes. Accounting, Auditing & Accountability Journal,15(1),pp. 46-68.

Shaver, K. H. & Lacey, L. M. (2003). Job and Career Satisfaction Among Staff Nurses: Effects of Job Setting And Environment. Jona: The Journal of Nursing Administration, 33(3), pp. 166-172.

Simons, T. (1996). Executive Conflict Management: Keys To Excellent Decisions and Smooth Implementation. Cornell Hotel and Restaurant Administration Quarterly, 37(6), pp. 34-41.

Suvacı, B. (2011). Gruplararası Etkileşim, Çatışma ve Yönetimi.In T. T. Turaboğlu (Eds.). İşletmecilikte Güncel Konular (pp.55-90). Bursa: Ekin.

Thomas, D. C., Elron, E., Stahl, G., Ekelund, B. Z., Ravlin, E. C., Cerdin, J. L., ... & Maznevski, M.(2008). Cultural Intelligence: Domain and Assessment. International Journal of CrossCultural Management, 8(2), pp. 123-143.

Thomas, D. C., Liao, Y., Aycan, Z., Cerdin, J. L., Pekerti, A. A., Ravlin, E. C., ... & Moeller, M.(2015). Cultural intelligence: A Theory-Based, Short Form Measure. Journal of International Business Studies, 46(9), pp. 1099-1118.

Tozkoparan, G. (2013). The Effect of The Five-Factor Personality Traits on The Confıct Management Styles: A Study of Managers. International Journal of Economic and Social Research, 2(9), pp. 189-231.

Triandis, H. C. (2000). Culture and Conflict. International Journal of Psychology, 35(2), pp. 145-152.

Association of Turkish Travel Agencies [TÜRSAB]. (2020). Son Verilerle Türkiye Turizm İstatistikleri Raporu, Ocak-Aralık 2020,3, 1-14.

Association of Turkish Travel Agencies [TÜRSAB]. (2020).

Covid-19 sürecinde Türkiye ve Dünya turizmi değerlendirmesi. Türkiye Seyahat Acentaları Birliği. Aralık 2020.

TÜRSAB & TUADER (2017). Sektör Raporu. 20.06.2018 tarihinde https://www.tursab.org.tr/dosya/16736/turizm-faaliyet-kitapcigi_16736_492081.PDF adresinden alınmıştır.

TÜRSAB & TUADER (2017). Sektör Raporu. 20.06.2018 tarihinde https://www.tursab.org.tr/dosya/16736/turizm-faaliyet-kitapcigi_16736_492081.PDF adresinden alınmıştır.

Uçkun, C. G., Pelit, E. & Emir, O. (2004). The Importance of Job Satisfaction of Employees in Hotel and A Practice On The Employees of Star Hotels Located in Akçakoça, Ticaret ve Turizm Eğitim Fakültesi Dergisi, 1, pp. 39-59.

UNWTO (United Nations World Tourism Organization) (2021). UNWTO Tourism Highlights, 2021 Edition.

Üngüren, E. (2008). Organization Conflict Management: A Research on Hospitality Industry. Journal of International Social Research, 1(5), pp. 880-909.

Ünlü, B. (2014). Carrer Barriers of Female Employee, in The Relationship Between Carrer Satisfaction and Life Satisfaction: A Study of Ankara Gazi University, Unpublished Master's Thesis, Mehmet Akif Ersoy University, Burdur, Burdur.

Worsfold, K., Fisher, R., McPhail, R., Francis, M., & Thomas, A. (2016). Satisfaction, Value and İntention To Return in Hotels. International Journal of Contemporary Hospitality Management, 28(11),pp. 2570-2588.

Yan, Y. W. (2005). Antecedents and Outcomes of Employees' Participation in Development Activity. Unpublished Bachelors Project, Baptist University, Hong Kong.

Ye, B. H., Zhang, H. Q., & Yuen, P. P. (2013). Cultural Conflicts or Cultural Cushion? Annals of Tourism Research, 43, pp. 321-349.

Yeşil, S. (2010). 21. Yüzyılın Küresel Örgütleri için Kültürel Zekâ. Journal of Çukurova University Institute of Social Sciences, 19(2),pp. 147-168.

Yılmaz, G. Ö. & Kaya, G. D. (2015). The Importance of Cultural İntelligence in Tourism Sector: A Research on Hospitality Enterprises, Tourism Academic Journal, 2(2), pp. 29-44.

Zaman, U., & Aktan, M. (2021). Examining Residents' Cultural Intelligence, Place Image and Foreign Tourist Attractiveness: A Mediated-Moderation Model of Support for Tourism Development in Cappadocia (Turkey). Journal of Hospitality and Tourism Management, 46, pp. 393-404.

Sabahat Ceylin ŞANLI KAYRAN is an Assistant Professor at the Tourism, 815 Travel and, Entertainment Services, Halfeti Vocational School, Harran 816 University, Turkey. Her research area covers tourism management, 817 tourism education, tourism marketing and smart tourism. Dr. Şanlı Kayran 818 has published many articles, papers, and book chapters in these fields.

ORCID: 0000-0001-7339-0538

Kamil UNUR is a Professor at the Department of Tourism Management, 821 Faculty of Tourism, Mersin University, Turkey. His research area covers 822 tourism education, tourism management, tourism economics, tourism 823 marketing and smart tourism. Professor Unur has published many articles, 824 papers, and book chapters in these fields and he is the editor of the 825 Journal of Eurasia Tourism Research.

ORCID: 0000-0001-7339-0538