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Araştırma Makalesi ● Research Article

The Effect of Cultural Intelligence Elements on Cognitive Awareness and Cognitive Flexibility in Hotel Businesses

Otel İşletmelerinde Kültürel Zeka Unsurlarının Bilişsel Farkındalık ve Bilişsel Esneklik Üzerine Etkisi

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Abstract: The hospitality industry embodies diverse cultures. An individual's capacity to function and govern successfully across many cultural contexts is referred to as cultural intelligence. The individual needs to be able to accommodate the surroundings without questioning them (cognitive awareness) and possess the flexibility to deal with the circumstances in order to accomplish this (cognitive flexibility). The research intends to ascertain how cultural intelligence components affect hotel employees' cognitive awareness and cognitive flexibility. The quantitative research method was used in this study. The convenience sampling technique was used to get in touch with 423 hotel employees operating in Antalya. The data were gathered by a survey method and examined using statistical analysis software in social sciences. The ethics committee approval of this research (dated 17.06.2022 and numbered 53208) was obtained from the Scientific Research and Publication Ethics Committee of Muş Alparslan University.The research revealed that the hotel employees' cognitive, metacognitive, and motivational elements of cultural intelligence did not significantly influence their cognitive awareness. On the other hand, it was discovered that the behavioral cultural intelligence factor significantly and adversely affected cognitive awareness. Likewise, cognitive flexibility is meaningfully and positively impacted by metacognitive and motivational cultural intelligence. However, there is no relationship between behavioral cultural intelligence and cognitive flexibility whereas cognitive cultural intelligence has a considerable and negative impact on cognitive flexibility.

Keywords: Hotel Management, Cultural Intelligence, Cognitive Awareness, Cognitive Flexibility

Öz: Otel işletmeleri farklı kültürleri bünyesinde barındırmaktadır. Kültürel zekâ, bir bireyin farklı kültürel ortamlarda etkin bir şekilde faaliyette bulunma ve yönetme yeteneğidir. Bunu gerçekleştirebilmek için birey; içinde bulunduğu ortama sorgulamadan adapte olabilmeli (bilişsel farkındalık) ve durumu idare edebilecek esnekliğe (bilişsel esneklik) sahip olmalıdır. Bu çalışmada otel çalışanlarının kültürel zeka unsurlarının bilişsel farkındalıkları ve bilişsel esneklikleri üzerindeki etkisinin tespit edilmesi amaçlanmıştır. Araştırma türü nicel araştırmadır. Kolayda örnekleme yöntemi ile Antalya' da faaliyet gösteren 5 yıldızlı otellerde çalışan 423 kişiye

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ulaşılmıştır. Veriler anket yöntemi ile toplanmış ve sosyal bilimlerde istatistiki analiz programları ile analiz edilmiştir. Bu araştırmanın etik kurul izni (17.06.2022 tarihli ve 53208 sayılı) Muş Alparslan Üniversitesi Bilimsel Araştırma ve Yayın Etiği Kurulundan alınmıştır. Analizler sonucunda otel çalışanlarının kültürel zeka unsurlarının (Bilişsel, Bilişötesi, Motivasyonel) bilişsel farkındalıkları üzerinde anlamlı etkisinin olmadığı tespit edilmiştir. Davranışsal kültürel zeka boyutunun ise bilişsel farkındalık üzerinde anlamlı ve negatif bir etkiye sahip olduğu bulgulanmıştır. Bununla birlikte kültürel zeka unsurlarından bilişötesi ve motivasyonel kültürel zeka bilişsel esnekliği anlamlı ve pozitif yönde etkilemektedir. Bilişsel kültürel zeka bilişsel esnekliği anlamlı ve negatif yönde etkilerken, davranışsal kültürel zeka ile bilişsel esneklik arasında bir ilişki bulgulanmamıştır.

Anahtar Kelimeler: Otel İşletmeleri, Kültürel Zeka, Bilişsel Farkındalık, Bilişsel Esneklik

Introduction

Human resources are the fundamental building blocks of production in the information age, specifically for service-based industries. The most valuable asset for hotel enterprises is human resources, which is recognized as the intellectual capital of organizations. Along with their qualifications, employees' other qualities are becoming more critical. The civilizations of those people are where these disparities first emerged. The hospitality industry encompasses numerous cultures. It is well known that hotel employees occasionally have to deal with guests from outside their own culture and that these encounters can be challenging for them. Employees' capacity for cultural adaptation determines how well they can deal with the issue they face. Similarly, hotel executives, primarily those abroad, have access to top managers and business owners from many differing cultures. This emphasizes how vital cultural intelligence is at all levels. That is to say, cultural intelligence is defined as the capacity of a person to function and conduct successfully in many cultural contexts. Cultural intelligence has been viewed as a multidimensional notion in the literature. In their studies, Ang and Van Dyne (2004) formulated the aspects of cultural intelligence and addressed it in four dimensions (İşleyen and Doğan, 2020: 69). Taking into account the mental traits of the employees, these categories include cognitive cultural intelligence, metacognitive cultural intelligence, and motivational cultural intelligence. Additionally, behavioral cultural intelligence encompasses the behaviors that employees display. In this sense, cultural intelligence consists of elements that facilitate cultural adaptability. In this situation, cognitive awareness and cognitive flexibility will be more crucial for multicultural communication among hotel employees.

The immediate assessment of one's experience is characterized as awareness. In this assessment process, it is crucial that participants analyze their emotions, thoughts, and knowledge without offering any favorable or negative commentary. It was first fully disclosed by Buddha, whose school of philosophy serves as the foundation for conscious awareness. Buddhist monasteries have long highlighted the pertinence of mindfulness in their curricula. In other words, people never consider their emotions when evaluating a problem in their daily lives. They will discover how to address the circumstance and how to make informed decisions as a result of this teaching. When confronted with a bad scenario, those with high cognitive awareness can reason clearly and rationally. Despite all the negative aspects of the occurrence, they could recognize the beneficial circumstances that exist there. Otherwise, they may not perceive the negative aspects of circumstances that, to the individual, appear to be quite good and rational. A high level of conscious awareness prevents people from focusing on the issue. Instead, they concentrate on the elements that make up the issue. Thus, they are able to solve the problem. This process reduces the stress of the individual and increases his self-esteem as he can easily cope with difficulties (Adabalı, 2020).

In some respects, cultural intelligence encompasses an individual's knowledge, yet information alone is not always enough to overcome difficulties. In circumstances where knowledge is inadequate, several forms of fluent intelligence such as trial and error procedures and cognitive flexibility are applied. Cognitive flexibility is a sort of fluent intelligence indicated by the ability to provide alternate solutions to diverse contexts (Çuhadaroğlu, 2013: 86).

The excellence of their own services involves determining whether hotel businesses prosper in intensely competitive markets. However, the number of employees is what dictates how well a service is rendered. Determining the cultural intelligence components of hotel staff is crucial for this reason. A review of the literature reveals that there are not sufficient studies on the topic of cultural intelligence in tourism. The studies in question do not deliver any evidence of the hotel employees' cultural intelligence. There is, however, no research on the relationship between cognitive awareness and cognitive flexibility among hotel employees. These variables are generally discussed in the field of education and psychology. This study aims to shed light on how hotel staff members' cultural intelligence traits affect their levels of cognitive awareness and cognitive flexibility. This topic is relevant because there has not been a study comparable to it before. Furthermore, this study is anticipated to be a source of information for hotel managers and scholars.

1. Theoretical Research Framework: Definition of the Variables and Their Connections

Early and Ang introduced the concept of cultural intelligence for the first time in 2003. Cultural intelligence, in the words of Early and Ang, is "the capacity of an individual to efficiently adjust to changing cultural circumstances that they are unfamiliar with." (Aksoy, 2013: 74). Variety of academic fields, including psychology, organizational behavior, human resources, education, and sociology, have investigated the topic of cultural intelligence (Aykan, 2002: 583). The question "Why are some people able to adopt their viewpoints easily and efficiently in multicultural settings while other people fail to do so?" is the root of cultural intelligence (Ang, Dyne & Tan: 2011: 582). Being adaptable, competent, and knowledgeable while describing a new culture is a requirement for cultural intelligence. It entails acting in harmony and performing appropriately when engaging with people (Thomas & Inkson, 2003). In multicultural environments, people with high levels of cultural intelligence may tackle problems more swiftly and logically.

A four-dimensional framework is employed to administer cultural intelligence: cognitive, metacognitive, motivational, and behavioral (Aksoy, 2013: 77). The degree of knowledge and understanding that a person picks up from his surroundings is identified as cognitive cultural intelligence. It is ingrained information picked up through education and firsthand understanding. With the growth of the individual, the amount of knowledge also increases (Ersoy & Ehtiyar, 2015). The way a person processes knowledge is referred to as metacognitive cultural intelligence. It describes the individual's level of consciousness as they engage with one another and receive and comprehend intercultural information. Further, metacognitive cultural intelligence incorporates cognitive techniques that enable the individual to generate fresh intuitive approaches (Aykan, 2002; Ersoy & Ehtiyar, 2015). The capacity to understand the differences in culture is considered motivational cultural intelligence (Dyne, Ang & Koh, 2008). Motivational cultural intelligence, according to Early and Ang (2003), is composed of two dimensions. These are self-efficacy and intrinsic motivation. The enjoyment of interacting with people from other cultures is intrinsic motivation. Self-efficacy is the capacity to control and have faith in oneself to deal with diverse environments (Ang, Dyne & Tan: 2011). According to İlhan and Çetin (2014), behavioral cultural intelligence is the capacity of a person to display appropriate actions in cross-cultural settings. Cultural intelligence is a skill that may be mastered. People who have strong cultural intelligence may have an easier time comprehending others. It may be claimed that these individuals make an attempt in the face of events and act morally when called upon. The capacity to exhibit actual conduct is referred to as behavioral intelligence. People with high levels of cultural intelligence are more likely to be welcomed by their friends (Aslan & Aslan, 2015: 43).

A universal method for elevating people's levels of life satisfaction is cognitive (conscious) awareness (Dutt & Ninov, 2016: 85). This awareness enables people to consistently and methodically embrace thoughts and ideas that may be challenging (Ögel, 2012: 4). The ambiance of their surroundings has no effect on people with high cognitive awareness. Through the happenings they objectively view, individuals gain experience (Çeliker, 2017) and they promote the person's wellbeing (Grossman, 2010). The control over one's understanding of oneself is a component of cognitive awareness. It encompasses

the elements of giving oneself to any subject, attitude, and attention in this aspect (Demir, 2009: 34). The capacity for flexible planning in the face of changing circumstances is known as cognitive flexibility (Anderson, 2002: 74). For this, the person must possess the capacity to generate ideas about various topics, weigh alternatives, and simultaneously assess two ideas. Cognitive flexibility, in this context, refers to a person's ability to modify direction when necessary and feel competent (Martin & Rubin, 1995: 624).

In their study, which tested a model, Ang et al. (2007) looked into the relationship between cultural intelligence components and cross-cultural interaction. They came to the conclusion from their research that motivational and behavioral intelligence also had an impact on cultural adaptation, cognitive and metacognitive cultural intelligence affected decision-making and cultural judgment, and behavioral and motivational cultural intelligence affected employee performance. Tsai and Lawrence (2011) discovered a similar relationship between cultural intelligence and intercultural harmony. Additionally, there was a strong and positive relationship between intercultural communication, self-efficacy, and cultural intelligence. Rehg, Gundlach, and Grigorian (2012) demonstrated in their research that there is a strong and positive association between self-efficacy and cultural intelligence level. Konate (2017) asserts that as one's capacity for cultural intelligence advances, so too does one's capacity for cultural adaptability. Researchers İşleyen and Doğan (2020) examined the employees in international corporations with a multicultural framework. They discovered from their research that an employee's personality characteristics have an impact on their cultural intelligence. The personality trait that influences cultural intelligence most is openness to experience. Ulusoy (2017) investigated the effect of tourist guides' cultural intelligence level and self-efficacy beliefs on service delivery. As a result of his study, the author stated that cultural intelligence significantly and positively affects self-efficacy and service delivery. Moreover, employees' degrees of cognitive flexibility are favorably impacted by cultural intelligence (Yazgan, 2021). Investigations have demonstrated a significant and desirable relationship between cognitive flexibility and decision-making (Dunleavy & Martin, 2006). According to his research, Çelikkaleli (2014b) identified a strong and favorable relationship between cognitive flexibility and beliefs in one's ability to handle social, emotional, and cognitive challenges. Correspondingly, cognitive flexibility is impacted by social and emotional self-efficacy beliefs. Using related studies from the literature, the research's hypotheses have been constructed in this regard as follows:

H_1: Cultural intelligence elements affect the cognitive awareness of hotel employees in a meaningful and positive way.

H_{1a}: Cognitive cultural intelligence significantly and positively affects the cognitive awareness of hotel employees.

H_{1b}: Metacognitive cultural intelligence significantly and positively affects the cognitive awareness of hotel employees.

H_{1c}: Motivational cultural intelligence significantly and positively affects the cognitive awareness of hotel employees.

H_{1d}: Behavioral cultural intelligence has a significant and positive effect on the cognitive awareness of hotel employees.

H_2: Cultural intelligence elements significantly and positively affect the cognitive flexibility of hotel employees.

H_{2a}: Cognitive cultural intelligence significantly and positively affects the cognitive flexibility of hotel employees.

H_{2b}: Metacognitive cultural intelligence significantly and positively affects the cognitive flexibility of hotel employees.

H_{2c}: Motivational cultural intelligence significantly and positively affects the cognitive flexibility of hotel employees.

H_{2d}: Behavioral cultural intelligence significantly and positively affects the cognitive flexibility of hotel employees.

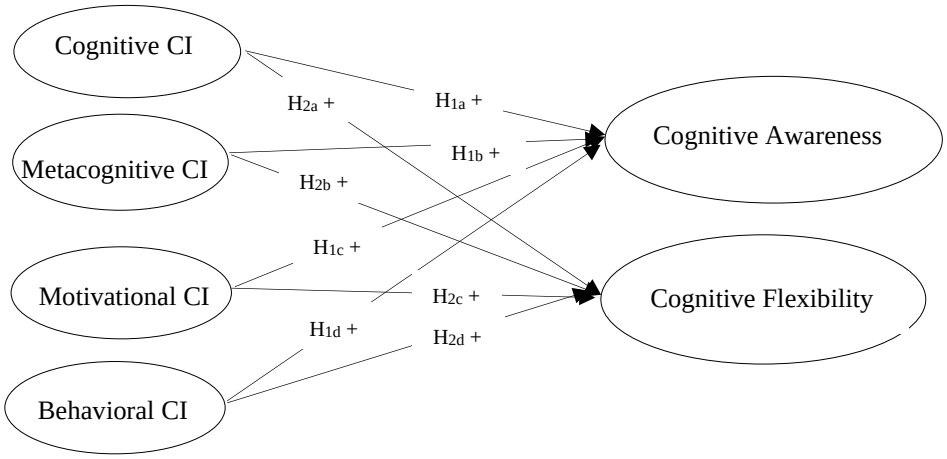

Figure 1. Symbolic Representation of Hypotheses
Note: CI: Cultural Intelligence

2. Methodology

The type of this research is the predictive correlational design. The general population of the research invloves of individuals working in 5-star hotels operating in Turkey. It is simple to define the general population and pretty troublesome to access (Karasar, 2014). Therefore, the study universe was determined. The participants of the study were chosen from among those who work for five-star hotels in Antalya. Since Antalya is home to the majority of Turkey's five-star hotels, it might be suggested that Antalya serves as a representation of the entire population. Despite the creation of the working population, it is nearly impossible to reach all of the employees of the 5-star hotel businesses operating in Antalya in terms of time and money. Therefore, the sampling method was carried out. 384 people were targeted because there are more than 100,000 employees working in 5-star hotels in Antalya (Sekaran, U. & Bougie, R., 2013). The questionnaire form was electronically distributed to 13 business managers at five-star hotels (including the chef, general manager, and human resources manager) using the convenience sample methodology. Through the use of personnel in managerial posts, data were gathered. As for the data gathering process, 423 valid questionnaires were acquired between 20.06.2022-01.08.2022. Standard scales were employed in this study, and responses were scored on a 5-point Likert scale (1 =Strongly Disagree and 5 =Strongly Agree). The ethics committee approval of this research (dated 17.06.2022 and numbered 53208) was obtained from the Scientific Research and Publication Ethics Committee of Muş Alparslan University. In order to measure the employees' perceptions of cultural intelligence, the study by (Arastaman, 2017) was used ($\alpha = 0.92$). In order to measure their cognitive awareness, the scale used in the study by Özyeni et al. (2011) was used in this study ($\alpha = 0.82$). Finally, employees' perceptions of cognitive flexibility were measured with the scale used in the study conducted by Çelikkaleli (2014) ($\alpha = 0.74$).

3. Findings

65.2% (276 individuals) of the hotel employees taking part in the study are under the age of 40, with 54.6% (231 individuals) of them being female. While 71.1% (301 participants) hold associate's or undergraduate degrees, 19.6% (83 participants) have their postgraduate education. In addition, 70.2 (297 people) of the participants work in the front office, food-beverage, sales-marketing, customer relations, public relations, and human resources departments. In addition, they have an average tenure in the industry of at least six years. Table 1 contains details about the participant's characteristics.

Table 1. Distribution of Participants' Demographic Characteristics (n=423)

	n	%		n	%
Gender (n=423)			**Department (n=423)**		
Female	231	54,6	Front Office	77	18,2
Male	192	45,4	F&B	64	15,1
Educational status(n=423)			Sales and marketing	51	12,1
High school	39	9,3	CRM	40	9,5
Associate degree	108	25,5	HRM	39	9,2
BA Degree	193	45,6	Technical service	29	6,9
Postgraduate Degree	83	19,6	Public relations	26	6,1
Tenure in Sector (n=423)			Housekeeping	21	5,0
			Other	76	17,9
Less than 1 year	52	12,3	**Age (n=423)**		
Between 1-5 years	88	20,8	20 and younger	45	10,6
Between 6-10 years	94	22,2	21-30	141	33,3
Between 11-15 years	69	16,3	31-40	90	21,3
Between 16-20 years	82	19,4	41-50	76	18,0
21 years and more	38	9,0	51 and older	71	16,8

Explanatory and confirmatory factor analysis was performed in order to confirm that the measures employed in the study had construct validity. It was decided that the scales' explanatory factor analyses should meet certain criteria, including having an eigenvalue greater than 1, having a load of at least 0.500 with the relevant factor (Hair et al., 2010), having a load difference of at least 0.100 between the two factors in cases of overlap (Büyüköztürk, 2015), and using the Varimax transform. The Bartlett Sphericity test was utilized to determine as to whether the Kaiser-Meyer-Olkin (KMO) and variables associated with the Cultural Intelligence Scale display a normal distribution. Following the testing, the KMO value was computed to be 0.893, and the Bartlett Sphericity test result was ascertained to be significant (x^2=: 3235,625; $p<0,001$). Consequently, the scale was found to have a normal distribution, and then explanatory factor analysis was initiated. Two items were eliminated from the analysis after it was completed because their factor loads were less than 0.500. The remaining variables were categorized into 4 factors. They were referred to as cognitive, metacognitive, motivational, and behavioral, much like in the scale's original version (Aksoy, 2013: 77). About 60% of the overall variance was explained (Metacognitive 6.578; Cognitive 13,274, Motivational 7.362; Behavioral 32,823). The general average of the items was found to be 3,578, and the scale's overall reliability was figured as 0.858. Also, it was established that each factor featured an eigenvalue of 1.316 metacognitive, 2.655 cognitive, 1.472 motivational, and 6.565 behavioral, respectively.

Confirmatory factor analysis was conducted to evaluate that the dimensions that were revealed by the explanatory factor analysis were compatible with the items and to illustrate that the model was viable from a theoretical standpoint (Hair et al., 2010; Yılmaz & Çelik, 2009). Prior to conducting the confirmatory factor analysis, a number of assumptions were taken into consideration. It was ensured that the standardized values of the relevant scale items were greater than 0.50 (Hair et al., 2010) and that their t-values were greater than ± 1.96 (Schumacker & Lomax, 2004). Additionally, it was anticipated that the combined reliability (CR) value should be greater than 0.70 (Hair et al., 2010) and the average variance extracted (AVE) value should be greater than 0.50 (Hair et al., 2010). The confirmatory factor analysis (Table 2) revealed that the scale items' standardized values were higher than 0.50 and the scales' t-values were higher than 1.96. Furthermore, it was noted that the scales' AVE and CR values were higher than the reference values.

Table 2. Confirmatory Factor Analysis Results of Cultural Intelligence Scale

Expressions in Scale	**Stand. value**	**T value**	**Factor load**	**AVE**	**Cronbach Alpha/α**
Factor 1. Metacognitive				**0,70**	**0,87**
I adjust my cultural knowledge as I interact with people from a culture that is unfamiliar to me.	0,74	16,25	,713		
I am conscious of the cultural knowledge I use when interacting with people with different cultural backgrounds.	0,72	15,74	,712		
I am conscious of the cultural knowledge I apply to cross-cultural interaction.	0,71	15,58	,711		
I check the accuracy of my cultural knowledge as I interact with people from different cultures.	0,73	16,21	,687		
Factor 2. Cognitive				**0,75**	**0,90**
I know the rules (e.g., vocabulary, grammar) of other languages.	0,73	16,22	,798		
I know the rules for expressing non-verbal behaviors in other cultures.	0,75	16,84	,763		
I know the marriage systems of other cultures.	0,71	15,57	,762		
I know the cultural values and religious beliefs of other cultures.	0,68	14,73	,761		
I know the legal and economic systems of other cultures.	0,63	13,34	,689		
Factor 3. Motivational				**0,68**	**0,86**
I am confident that I can socialize with locals in a culture that is unfamiliar to me.	0,60	12,17	,809		
I am sure I can deal with the stresses of adjusting to a culture that is new to me.	0,52	10,13	,780		
I enjoy living in cultures that are unfamiliar to me.	0,75	16,02	,615		
I am confident that I can get accustomed to the shopping conditions in a different culture.	0,77	16,38	,539		
Factor 4. Behavioral				**0,77**	**0,91**
I use pause and silence differently to suit different cross-cultural situations.	0,72	15,95	,895		
I alter my facial expressions when a cross-cultural interaction requires it.	0,70	15,38	,839		
I change my non-verbal behavior when a cross-cultural interaction requires it.	0,76	17,28	,758		
I vary the rate of my speaking when a cross-cultural situation requires it.	0,72	15,83	,728		
I change my verbal behavior (e.g., accent, tone) when a cross-cultural interaction requires it.	0,70	15,10	,654		

Table 3 summarizes the goodness-of-fit values of the measurement tool. The reference value has also been included in the table. The normalized chi-square value is 2.34, the RMSEA value is 0.06, the CFI value is 0.97, the SRMR value is 0.046, the GFI value is 0.93, and the AGFI value is 0.90, according to the table. Given that the scale's goodness of fit indexes is within the acceptable range, it can be claimed that a good model is feasible.

Table 3. Goodness of Fit Indices of the Measurement Tool

Goodness of fit indices	Scale's goodness of fit values	Referential Values	
		Goodness of perfect fit value	Goodness of acceptable fit value
X^2 / df	2,34	$0 \leq X^2 / df \leq 2$	$2 < X^2 / df \leq 5$
RMSEA	0,05	0≤ RMSEA≤ 0,50	0,50<RMSEA≤0,100
Comparative Fit Index (CFI)	0,97	0,90≤CFI ≤ 0,95	0,95<CFI <1,00
Standardized RMR	0,04	0≤SRMR≤ 0,05	0,05<SRMR≤0,010
Goodness of Fit Index (GFI)	0,93	0,95≤GFI ≤ 1,00	0,90≤GFI <0,95
Adjust Goodness of Fit Index (AGFI)	0,90	0,90≤AGFI≤ 1,00	0,85≤AGFI <0,90

Source: Hair et al. (2010); Çelik and Yılmaz (2013).

Explanatory and confirmatory factor analyses concerning the cognitive awareness and cognitive flexibility scores were carried out under the same presumptions (Table 4). As a result of the tests, the Cognitive Awareness scale KMO value was figured out as 0.941 and it meant that the Bartlett Sphericity test result is significant (x^2=: 3350,212; p<0,001). A single factor is used to group 15 items in the original scale. Nonetheless, 15 elements were categorized into 2 categories in this examination. Based on the literature, they are named devotion and attitude (Demir, 2009: 34). It was identified that they accounted for about 68% of the entire variance (attitude 48,331; devotion 15,243). The scale's overall reliability is 0.92, and the items' overall average is 3.067. The factors' eigenvalues were discovered to be 7,250 for attitude and 2,286 for devotion. The Bartlett Sphericity test result was found to be significant (x^2=: 3047,134; p<0,001), and the KMO value of the cognitive flexibility scale was determined to be 0.953. The original scale has a structure made up of 12 components and one factor. About 59% of the total variance is represented by it. The eigenvalue was 7,060 and the overall average of the elements was found to be 3,118. The confirmatory factor analysis (Table 4) indicated that the scale items' standardized values were higher than 0.50 and their scales' t-values were higher than 1.96. Subsequently, it was noted that the scales' AVE and CR values were higher than the reference values. Table 5 exemplifies measurement tool goodness-of-fit values. Since the goodness of fit indexes of the scales meet the reference values, it can be said that a good model may be obtained.

Table 4. Confirmatory Factor Analysis Results

Expressions in Scale	**Stand. value**	**T value**	**Factor load**	**AVE**	**Cronbach Alpha/α**
Cognitive Awareness					
Factor 1. Attitude				**0,66**	**0,92**
I find myself listening to someone with only half an ear and doing something else at the same time.	0,77	18,37	,845		
I go places without being aware of it, and then I question myself why I went there.	0,78	18,83	,825		
I rush through activities without being aware of what they really are.	0,78	18,85	,824		
I have the tendency not to notice feelings of physical tension or discomfort until they really get my attention.	0,77	18,48	,818		
I prefer to walk quickly to my destination, regardless of what is happening on the road.	0,71	16,28	,810		
I catch myself not being mindful of what I do.	0,76	18,06	,809		
I often find myself thinking about the past or the future.	0,76	18,06	,799		
I snack without being aware of what I am doing.	0,71	16,53	,773		

Because I am careless, distracted, or overthinking, I drop or break things.	0,72	16,81	,756		
I forget a person's name as soon as I am told.	0,67	15,14	,718		
Factor 2. Devotion				**0,77**	**0,93**
I behave as though I complete my work automatically without being aware of it.	0,72	15,98	,884		
Without being aware of it, I carry out actions or activities automatically.	0,60	12,62	,844		
I have trouble concentrating on what is going on right now.	0,74	16,49	,806		
I focus so much on the goals I want to achieve that I am not aware of what I am doing right now to reach those goals.	0,75	16,62	,759		
I may experience certain emotions for a while without being aware of them.	0,71	15,44	,737		
Factor. Cognitive Flexibility				**0,76**	**0,86**
I like to listen to and evaluate alternative solutions in order to overcome a problem.	0,78	18,74	,825		
I am confident that I can complete a task in multiple ways.	0,79	18,97	,815		
I have a wide range of reactions to any circumstance.	0,78	18,72	,814		
I like to find creative solutions to problems.	0,77	18,39	,806		
I can come up with useful/practical solutions to issues that initially seem intractable.	0,77	18,51	,805		
I can handle any circumstance appropriately.	0,75	17,81	,790		
My actions are the product of my deliberate choices.	0,76	17,90	,784		
I have a wide variety of ways to communicate an idea or thinking.	0,72	16,50	,765		
I feel like I will never be able to make any decisions about anything (about the future, when shopping, about the opposite sex, etc.).	0,75	16,80	,720		
I am unable to adopt alternative viewpoints when deciding how to act.	0,73	16,32	,700		
I avoid new and unusual/extraordinary situations.	0,69	14i60	,687		
I have trouble applying my knowledge to a certain subject in real life.	0,68	15,00	,670		

Table 5. Goodness of Fit Indices of Measurement Tools

Goodness of fit indices	Scale's goodness of fit values (Cognitive Awareness)	Scale's goodness of fit values (Cognitive Flexibility)
X^2 / df	1,78	2,50
RMSEA	0,04	0,06
Comparative Fit Index (CFI)	0,99	0,99
Standardized RMR	0,03	0,03
Goodness of Fit Index (GFI)	0,95	0,95
Adjust Goodness of Fit Index (AGFI)	0,94	0,93

The path values of the variables in the SEM are exhibited in Figure 2. T values need to be higher than 1.96 (Schumacker & Lomax, 2004: 70). Thus, it may be concluded that the cultural intelligence components of metacognitive, cognitive, motivational, and cognitive awareness do not significantly interact in these circumstances. In addition, there is a similar situation in the relationship between behavioral cultural intelligence, one of the dimensions of cultural intelligence, and cognitive flexibility. All t-values for four pathways were discovered to be inconsequential.

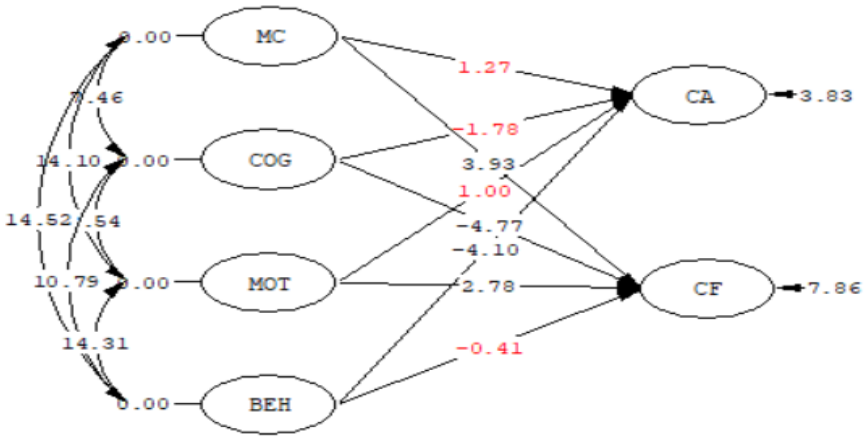

Figure 2. T Values of SEM

It can be inferred from the SEM standardized analysis values (Figure 3) that behavioral cultural intelligence, one of the components of cultural intelligence, considerably and adversely affects cognitive awareness (β=-0,46 p<0,05). In this context, H_1 (H_{1a}, H_{1b}, H_{1c}, H_{1d}) is not confirmed. However, metacognitive cultural intelligence (β=0,32 p<0,05) and motivational intelligence (β=0,25 p<0,05) impact cognitive flexibility significantly and positively. On the other side, cognitive cultural intelligence significantly and negatively affects cognitive flexibility (β=-0,34 p<0,05). In this case, H_2 (H_{2a}, H_{2d}) is not supported, while H_{2b} and H_{2c} are accepted.

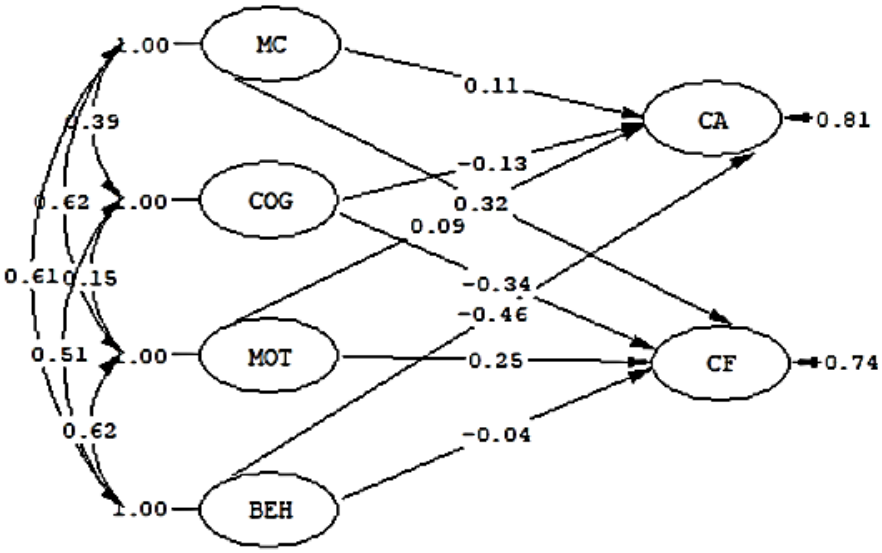

Figure 3. SEM Standardized Analysis Values

4. Discussion of Results and Conclusions

In the hotel industry, people of all backgrounds are welcome and may work. Accordingly, employees may also have to interact with individuals from varying cultural backgrounds. The effectiveness of the businesses depends heavily on how well these individuals from many cultures can work together. Getting along with people from different cultural backgrounds is one of the most frequent issues in modern businesses. It is ended that the idea of cultural intelligence crops up as a result of understanding a variety of cultures. The four aspects of cultural intelligence are addressed: cognitive,

metacognitive, motivational, and behavioral. Defined as the capacity of people to comprehend one another without difficulty, cultural intelligence is crucial for organizational performance, particularly in a world where borders have vanished as a result of globalization. The success of employees in multicultural situations is positively correlated with their cultural intelligence (Amiri, Moghimi, & Kazami, 2010). Understanding people from different cultural backgrounds depends on their capacity to adjust to their surroundings without hesitation (Cognitive Awareness). The person should have faith in his ability to think flexibly in order to accomplish this and must also have faith that his actions will have a favorable result (Cognitive Flexibility). The person needs to have faith in his ability to think flexibly in order to accomplish this. Moreover, this person needs to have faith that his actions will have a favorable result (Cognitive Flexibility).

Examining the studies on cultural intelligence reveals that the subject matter has been approached from several perspectives. In these studies, it has been revealed that people with higher cultural intelligence are more cooperative and have higher cognitive impulses than those with low cultural intelligence, and there is a positive relationship between performance and cultural intelligence. It was also unearthed that the managers' capacity to moderate cultural differences grew along with their level of cultural intelligence. Additionally, it has been reported that high levels of cultural intelligence have a positive impact on motivation and that there is an increase in the job satisfaction of the subordinates arising from the leader, depending on the leader's metacognitive, motivational, and behavioral cultural intelligence (Aslan and Aslan, 2015: 53). This study delved into how cultural intelligence factors influenced cognitive awareness and cognitive flexibility in the hotel industry. This research is noteworthy because there are not any other comparable studies in the literature. The findings of this study indicate that:

- Behavioral cultural intelligence has a detrimental impact on the hotel employees' cognitive awareness.
- The cultural intelligence components of motivation, metacognition, and cognition exert no impact on the cognitive awareness of hotel employees.
- The cognitive flexibility of hotel employees is positively influenced by metacognitive and motivational cultural intelligence components.
- The cognitive flexibility of hotel employees is adversely affected by the cognitive cultural intelligence element.
- Behavioral cultural intelligence factor does not impact the cognitive flexibility of hotel employees.

The findings of this study demonstrate that hotel employees are unconsciously reluctant to learn about intercultural dissimilarities and accumulate new information in the intercultural interaction surroundings they are in and are not adaptable to shifting the knowledge and behavioral patterns they have procured from the cultural environment in which they previously lived. Despite depicting behaviors that are inappropriate for the setting, they are unaware of this situation. In this circumstance, hotel employees are eager to learn about other cultures but are unable to do so because of the strain of their upbringing. Notwithstanding, they want to engage in the learning process, they are unable to do so.

It ought to be acknowledged that the study's findings are not particularly encouraging for the hotel industry. Due to the value of cultural intelligence for hotel businesses, on which their performance is built, human resources are excellent for all parties involved employees, managers, investors, and customers. Due to the value of cultural intelligence for hotel businesses, on which their performance is built, human resources are excellent for all parties involved employees, managers, investors, and customers. Industry managers in this context might decide to search for the variables that could have an impact on cultural intelligence. Cultural intelligence is correlated with factors including education level,

proficiency in a foreign language, and traveling experiences (Aslan & Aslan, 2015). According to Başçı (2019), employees with a high level of English knowledge can communicate more effectively in environments with cultural differences. For this reason, foreign language training should be given to employees in certain time periods in order to improve their foreign languages. Employees should be provided with opportunities to go abroad, if possible. When employees are given the opportunity to go abroad, they will have the opportunity to develop their foreign languages and get to know different cultures on site. In addition, employees can be encouraged to read books about foreign cultures and to learn about foreign cultures through internet research. In addition, watching foreign TV series/films and listening to music in a foreign language will also help them become familiar with that culture. Cultural intelligence, cognitive flexibility and cognitive awareness, which are of such importance especially in the tourism sector, are issues that managers should focus on sensitively. They can make reparations based on the following motto: "Education is a must in every industry!"

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