



**GRADUATE PROGRAMS INSTITUTE DEPARTMENT
OF BUSINESS ADMINISTRATION**

**STRATEGIES ABOUT CROSS-CULTURAL STAFF TRAINING
AND ADAPTATION IN THE FOOD AND BEVERAGE
DEPARTMENT: IN CASE OF HOTELS IN AZERBAIJAN**

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**DEPARTMENT OF BUSINESS ADMINISTRATION
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**YİYECEK-İÇECEK BÖLÜMÜNDE KÜLTÜRLERARASI
PERSONEL EĞİTİMİ VE UYUM STRATEJİLERİ:
AZERBAYCAN'DAKİ OTELLER ÖRNEĞİ**

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**İŞLETME BÖLÜMÜ
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PREFACE

The purpose of this thesis is to investigate cross-cultural staff-training and adaptation tactics used in Azerbaijani hotels' Food and Beverage departments. Working well in multicultural teams has become crucial in the quickly globalizing hospitality sector of today. Thus, the goal of this study is to advance knowledge of how structured training programs can address cultural diversity on both an academic and practical level.

I conducted in-depth literature studies, survey design, and data analysis during the study process, which gave me important insights into the real-world difficulties that hotel management and staff encounter. This academic experience has improved my research abilities and broadened my comprehension of cultural dynamics in hospitality operations, despite the challenges faced during data gathering and analysis.

I would like to sincerely thank Dr. Sezin Acik Tasar, my academic supervisor, for all of their help, support, and encouragement during this project. Additionally, I would like to express my gratitude to all Food and Beverage employees in hotels who took part in the survey and whose candid answers enabled this study.

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Ay Khan ARAS

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ÖZET

Bu makale, Azerbaycan'daki otellerin yiyecek ve içecek bölümlerinde sistematik eğitimin, özellikle kültürler arası ve hizmet odaklı eğitimin, çalışan iletişimi, esnekliği ve görev performansı üzerindeki etkisini incelemekle ilgilidir. Konaklama sektörünün giderek küreselleşmesiyle birlikte, birinci basamak personelinin farklı kültürlerden gelen misafirlere hizmet sunma kapasitesi, hizmet kalitesinin önemli bir ölçütü olarak ortaya çıkmıştır. Çalışma, otel sektöründe kültürel olarak yetiştirilmiş bir ortamda çalışan personelin temel yetkinlikleri üzerindeki eğitim müdahalesinin etkisini anlamaya yardımcı olarak mevcut bilgi birikimindeki boşluğu doldurmaya katkıda bulunmaktadır.

Özellikle Q2 ve Q1 olmak üzere eğitimle ilgili sorularda sürekli olarak yüksek ortalama değerler gösteren betimsel istatistikler, güçlü çalışan memnuniyetini ortaya koymuştur. 0,967'lik Cronbach Alpha katsayısı, aracın iç tutarlılığını doğrulayarak olağanüstü bir güvenilirlik göstermektedir. Hipotezlerde Kruskal-Wallis H ve Mann-Whitney U testleri kullanılmıştır. Sonuçlar, deneyim seviyesine göre değişen ve üst düzey personel söz konusu olduğunda yansıtıcı öğrenmeyle desteklenen analitik ve kültürel olarak uyarlanmış eğitim materyallerinin plan değerini vurgulamaktadır. Otel yöneticilerine, departman liderlerine ve eğitmenlere pratik öneriler sunulmaktadır. Makale, Azerbaycan'da gelişmekte olan konaklama sektöründe hizmet kalitesini ve iş gücünün performansını korumak için sürekli, iki dilli ve kültürel olarak duyarlı eğitimin gerekli olduğu sonucuna varmaktadır.

Anahtar Kelimeler:

Kültürlerarası eğitim, konaklama sektörü, çalışan iletişimi, hizmet kalitesi, uyum, Azerbaycan, yiyecek ve içecek departmanı, personel gelişimi, otel eğitim programları, SPSS analizi, eğitim etkinliği, iş gücü performansı.

Tarih: 31/07/2025

ABSTRACT

The paper is concerned with examining the effect of systematic training, especially cross-cultural and service-explicit training, on employee communication, flexibility, and task performance in food and beverage sections of hotels in Azerbaijan. In this growing globalization of the hospitality industry, the capacity of the first line staff to provide services to the guest of various cultures has emerged as the significant test of service quality. The study contributes to filling the gap of the existing body of knowledge, as it helps to understand the impact of the training intervention on core competence of the staff, working in the cultural-bred environment, in the hotel industry.

Strong employee satisfaction was shown by descriptive statistics, which showed consistently high mean values for training-related questions, particularly Q2 and Q1. A Cronbach's Alpha of 0.967 verified the instrument's internal consistency, indicating exceptional reliability. Kruskal-Wallis H and Mann-Whitney U tests were used in the hypotheses.

The results emphasize the plan value of analytical and culturally adapted training materials, which are varied according to experience level and favored with reflective learning in the case of senior personnel. Practical suggestions are extended to the managers of hotels, leaders of the departments, and trainers. The paper comes to the conclusion that the ongoing, bilingual and culturally sensitive training is the necessity to maintain the quality of the services and the performance of the workforce in the developing hospitality industry in Azerbaijan.

Keywords:

Cross-cultural training, hospitality industry, employee communication, service quality, adaptability, Azerbaijan, food and beverage department, staff development, hotel training programs, SPSS analysis, training effectiveness, workforce performance.

Date: 31/07/2025

ABBREVIATIONS

UNWTO: United Nations World Tourism Organization

SPSS: Statistical Package for Social Sciences

F&B: Food and Beverage

WTTC: World Travel & Tourism Council

AZN: Azerbaijani Manat

SERVQUAL: Service Quality

CQ: Cultural Intelligence

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1. INTRODUCTION

Statement of Problem

With the growth of the international travel and tourism industries, the hospitality industry sector has emerged as one of the fastest growing in the world. Consequently, hotels across the globe are increasingly managing different customers and staff, particularly in divisions like food and beverage (Yurt & Sağır, 2023). The F&B department, in particular, faces unique challenges due to its intensive labor requirements, high customer interaction frequency, and reliance on culturally diverse staff. These conditions require employees to not only possess professional and technical competencies but also strong intercultural communication and adaptability skills. (Elkhwesky et al., 2019). Due to its strategic location between Eastern Europe and Western Asia, Azerbaijan is seeing a tremendous growth in tourism. As a result, managing cultural diversity effectively – particularly in F&B departments that face particular pressures – is becoming an increasingly important task for the country’s hospitality industry. Strategic government interventions in the 2000s resulted in a steady rebound for the country’s tourism industry, which had been negatively hit by geopolitical instability and the Nagorno-Karabakh conflict in the 1990s (Rzayeva, 2020; Hashimli, 2019). Growth persisted in the following years in spite of pandemic-related declines, increasing by 25.9 % year over year from roughly 1.6 million in 2022 to 2.09 million in 2023 and 2.63 million in 2024 (Hasanova, 2025). The World Travel & Tourism Council (WTTC) predicted that tourism would generate 7.8 billion AZN GDP in 2024 and grow to 10.3 billion in 2025 – equivalent to around 8.2 % of national GDP – with employment in tourism-related fields expected to rise from approximately 423700 to 472000 jobs (World Travel & Tourism Council, 2025). Although this development has been associated with significant economic opportunities, it has also caused issues pertinent to cultural diversity management in hospitality businesses, especially in the F&B units (Guliyev et al., 2019). There aren’t many studies in the literature on intercultural training program that help multicultural hotel staff communicate with each other both domestically and abroad. With the growing number of foreign visitors to Azerbaijan and its strategic location as a developing travel destination, therefore, it is imperative that that this diversity be managed effectively in order to reduce risks to visitor pleasure and service quality as well as to maintain the long-term competitiveness and sustainable expansion of Azerbaijan’s crucial hospitality sector.

Purpose of Study

This study's main goal is to investigate the various difficulties that workers in the hospitality industry in Azerbaijani hotels encounter when they are working in culturally diverse settings. It looks at the operational and interpersonal challenges that arise in multicultural settings, especially in food and beverage departments where frontline service encounters are common and culturally sensitive. In addition, the study aims to assess the present state of hotel establishments in Azerbaijan about their approaches to the management of workforce diversity, including the training methods and techniques they use now. Through this assessment, the study seeks to develop practical, evidence-based suggestions for boosting cross-cultural training initiatives, which will raise employee productivity and visitor pleasure. Finally, this research aims to add to the growing body of academic literature on diversity management in hospitality by giving empirical insights into a fast-rising tourism destination.

Significance of Study

The significance of this study is twofold. In the first place, it fills a significant gap in the existing body of knowledge regarding the operationalization of cross-cultural training in hospitality settings that were established. The special difficulties faced by developing tourist destinations like Azerbaijan, where organizational systems and cultural expectations are changing, have received little attention, despite the fact that a great deal of study has been done in Western contexts (Ang, et al., 2007). Second, by providing suggestions for hotel managers, training developers looking to improve staff integration and service quality, the study advances practical knowledge. Moreover, the study incorporates cross-cultural self-training experiences into their continue professional learning in the hope of offering feasible ideas and guidance regarding the improvement of cross-cultural competence and quality of services offered by the hospitality industry in Azerbaijan.

Methodology Approach

This research will use a quantitative analytical approach to empirically examine the relationship between the variables of demographics and Perceived Training. A well-structured questionnaire will be used. This is the most appropriate methodological approach towards effectively addressing the research objectives.

2. THEORETICAL FRAMEWORK

Management of cultural diversity is getting to be perceived as a critical pillar to success in international hospitality operations. The nature of the international hospitality industry, which is typified by considerable international mobility, has also created work environments that are composed of employees who are of various cultural, ethnic, linguistic, and spiritual backgrounds. This diversity makes it necessary that hotels have viable measures to handle culturally diverse workers and to adequately combine them so that they sustain high levels of service to customers, achieve greater cooperation among them as well as enhance overall organizational output (Gamio & Sneed, 1991).

This is especially true in the case of Azerbaijan, where a tourism and hospitality business are booming. Its geographical strategic position and its rich cultural heritage and economic development has made the nation a target oriented by several international hotel chain companies. With the desire to comply with global standards, these hotels hire heterogeneous workforces to serve guests worldwide, which increases the risks associated with cultural diversity management (Guliyev et al., 2019). Lacking on the contrary, Azerbaijani hospitality managers are now more and more likely to implement full-scale strategies of managing cultural differences in communication patterns, workplace behavior, preferences toward treating guests and problem-solving techniques. Baku hotels, in particular host 81.4 % of foreigners in 2024 (Azerbaijan Statistics Committee, 2025)

Cross cultural challenges have a significant impact on workers in the Food and Beverage departments. The high interpersonal requirements of these departments involve spending most of the time in communication and adopting cultural diversity among culturally diverse guests and colleagues. The language barrier is a great impediment that most frequently causes misunderstanding and inconsistency of service delivery. Besides, cross-cultural communication barriers, different quality of service, and different cultural attitudes to hospitality add to these problems, further affecting the morale of employees along with the level of satisfaction in guests (Udaya et al., 2021).

Proper cross-culture training and adaption of employees programs are also crucial elements that must be incorporated to deal with such issues. Formal cross-cultural training programs such as specific workshops, language and communication training, the development of intercultural sensitivity and the use of role-playing practice scenarios have proved extremely effective in reducing misunderstanding and staff flexibility in a variety of work situations. The programs will aid in creating a culturally competent workforce that will be able to offer the best experiences to the guests, which will affect the guest perceptions and their loyalty positively (Harri Insider Team, 2024).

It is stressed in research that culturally diverse hotels, which have well-developed management approaches, experience a high employee engagement level, reduced staff turnover rates, and improves reputation among international visitors (Yang et al., 2021). Through adequate preparation of the employees with the required intercultural skills, hotels have a great chance of enhancing operational efficiency, superior services to customers, and competitive edge in the market.

The proposed research aims to identify and assess the current policies that are used by the hotels in Azerbaijan in the management of cultural diversity in their Food and Beverage departments. The research will define the best practices, outline the challenges, and recommend the action plan which will help to maximize intercultural staff training and adaptation strategies, and help to achieve long-term success of the business and customer satisfaction.

2.1. Cross-cultural Management Theory

Effective leadership and training techniques in multinational firms, especially in the hospitality industry, are greatly influenced by cross-cultural management theory. It placed a strong emphasis on comprehending the structural, behavioral, and communicational variations that occur when people with different cultural backgrounds collaborate. Effective cross-cultural management in hotel settings, particularly in food and beverage departments, promotes collaboration, improves service quality, and lowers employee turnover (Matveev & Nelson, 2004).

Hofstede's Cultural Dimensions theory is a fundamental framework in this area. It identifies six dimensions – power distance, individualism versus collectivism, uncertainty avoidance, long-term versus short-term orientation, indulgence versus restraint, and masculinity versus femininity – that

explain how cultural values impact workplace behaviors. Employees with high power distance cultures, for instance, could favor regimented supervision and hierarchical communication. People with greater individualistic tendencies, meanwhile, might anticipate independence and participative leadership (Psychsafety, 2022).

Trompenaars and Hampden-Turner's seven-dimension model, which included concepts like universalism versus particularism, individualism versus communitarianism, specific versus diffuse, neutral versus emotional, achievement versus ascription, sequential time versus synchronous time, internal versus outer direction. In hospitality settings, where teamwork and client interaction methods differ throughout nations, these ideas are immediately applicable. For example, emotional expression may be viewed as excessive or unprofessional in certain cultures, while it may be valued in others (Gërguri , 2023).

Additionally, Hall's idea of low-context and high-context communication makes a substantial contribution to cross-cultural training. Low-context cultures favor clear, straightforward message, whereas high-context cultures rely on implicit understanding and indirect communication. In hotel departments, miscommunication between employees from these diverse cultural backgrounds might impact team relations and service coordination (Matveev & Nelson, 2004, pp. 258-259).

In conclusion, hotel managers can design culturally sensitive staff training and development programs with the help of cross-cultural management theory. By using these models in actual hospitality situations, team cohesion and communication are improved, and a more inclusive and effective work atmosphere is created.

2.1.1. CQ: Cultural Intelligence Framework

A person's ability to work and communicate successfully in a variety of cultural contexts is known as cultural intelligence. Due to the frequent interactions that employees have with people from different cultural backgrounds, which affects both organizational effectiveness and client happiness, cultural intelligence has become more and more important in the hospitality sector (Ang, et al., 2007).

The four essential dimensions of cultural intelligence are behavioral, motivational, cognitive, and metacognitive. Understanding cultural norms, customs, and practices is part of cognitive component, which helps hospitality workers comprehend the unique cultural demands of their

patrons. An individual's willingness and efficacy in situations with varying cultural norms are influenced by their motivational component, which related to their excitement, curiosity, and confidence in adjusting to cross-cultural encounters (Ott & Michailova, 2016). For hospitality workers who want to offer individualized are culturally sensitive guest experiences, the behavioral dimension focuses on effectively adjusting verbal and non-verbal communication to various cultural contexts. Last but not least, the metacognitive dimension describes people's knowledge of and control over their thought processes in cross-cultural settings, enabling hospitality workers to evaluate and modify their strategies as needed (Sternberg et al., 2022).

Research shows that workers who possess higher degrees of cultural intelligence are better communicating across cultural boundaries, providing better customer service, and improving corporate performance. Employees who participate in training programs that increase cultural intelligence through hands-on workshops, interactive simulations, and focused skill building exercises are far more equipped to handle a variety of cultural situations (Leung et al., 2014).

2.1.2. Service Quality Models in Hospitality

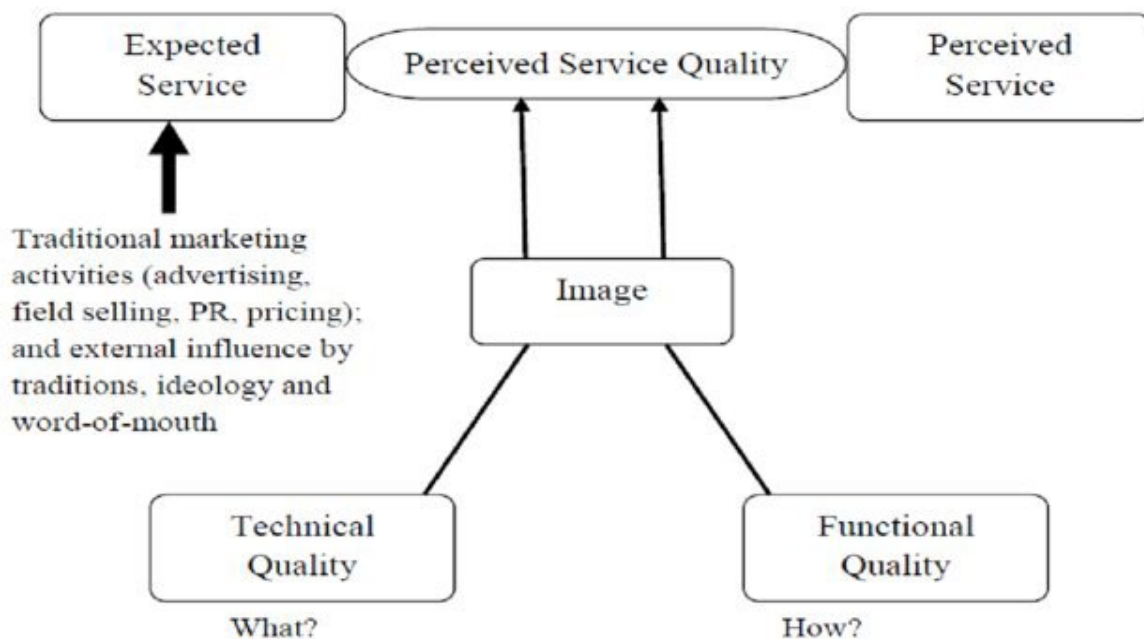
Customer service is an essential part of any business in the hospitality industry. The client consistently requests the level of service she used to receive. The quality of services that customers receive has a direct impact on their satisfaction and brand loyalty. Companies can evaluate and improve the quality of their services by using service quality models as frameworks (Kumar, 2022). Numerous models of service quality exist. The following are short descriptions of the models:

1. Technical and Functional Quality Model: According to this model, customer perceptions of service quality are divided into two categories:
 - 1.1. Technical Quality: This quality describes the 'what' of the service. In the food and beverage department, it includes service tools, hygiene, food quality. The Following examples illustrate Technical Quality of this model. For instance, Cleanliness of the dining area or kitchen, functionality of point-of-sale (POS) systems at the end of the meal.
 - 1.2. Functional Quality: This quality describes the 'how' of the service. It involves staff behavior, emotional connection, communication. For example, the following cases demonstrate functional quality of model. Warmly welcome from guests, handling

complaints of guests efficiently, explain dishes to guest from different cultures in a friendly manner.

There are some key elements in this figure. According to this figure, guests have some expectations before experiencing a service called expected service. The actual experience of service is perceived service. Definition of 'Image' is overall reputation. For example, strong brand image can shape guest expectations before they experience.

This figure contains a few important components. This '*Picture 1*' indicates that before receiving a service, guests have certain expectations, which are referred to as 'Expected Service'. Perceived service is the actual experience of service. Definition of 'Image' is overall reputation. For instance, a powerful brand image might influence visitors' expectations before they even arrive. Because it helps also to forgive several small service failures.



Picture 1: Grönroos' Service Quality Model (Ghotbabadi, Feiz, & Baharun , 2015)

2. SERVQUAL Model: This model is one of the most widely used models for evaluating the quality of services, which Zeithaml, Parasuraman, and Berry created in the 1980s. Ten

different criteria were established by Parasuraman et al. (1985) to ascertain how consumers view the services that companies offer to their clients. Access, Communication, Competence, Courtesy, Credibility, Reliability, Responsiveness, Security, Tangibles, Understanding are criteria of this model. After some analysis, the criteria that have similar meanings were brought together and combined. As the result of this analysis, these criteria were reduced to five. The following criteria:

Assurance, Responsiveness, Reliability, Empathy, Tangibles.

- 2.1. Assurance: This criteria is different from 'reliability'. Reliability is about performance and consistency and performed on time and correctly. But 'Assurance' is building trust and confidence. For example, concierge gives advice professionally, security staff measures that make guests feel safe.
- 2.2. Responsiveness: It is about the willingness to help customers provide them with the best service. For instance, waiters refilling drinks promptly and addressing customers' complaints without delay.
- 2.3. Reliability: This criteria is a little bit different from others. This is not much between customers and employees, but between the company and its employees. Companies have to ensure that data like passport numbers, credit card numbers, information about guests and also workers' personal, financial information and moral values is protected. Also, a hotel ensures that room reservation is honored correctly, housekeeping service and check-ins on time (Parasuraman et al., 1991).
- 2.4. Empathy: There are some guest requests, and the duty of employees is to understand them fully and fulfill and meet their requests without causing any inconvenience to the customer. For example, in a restaurant one customer notifies that he/she has allergies to nuts and doesn't know which meal to choose. The employee's duty is to listen carefully and suggest meals that are completely free of nuts. Then waiter/waitress has to check back to confirm that meal meets the guest's expectations (Ryglova, Rašovská, & Šácha, 2012, p. 308).
- 2.5. Tangibles: The tangible elements play a crucial role in shaping first impressions, fostering customer trust. It consists of food presentation, clean dining tables, high-quality cutlery, glassware (Kement et al., 2019).

3. Gaps Model: The creators of the 'Servqual' model also developed and refined the 'Gaps' model after it was first published in 1985. Despite their differences, these models are related to one another. While the 'Servqual' model measures service quality in 5 dimensions, the 'Gaps' model identifies five gaps that might lead to mediocre service quality (Mauri, Minazzi, & Simonetta, 2024). As mentioned earlier, there are five gaps:
 - 3.1. GAP 1: The first discrepancy is between the expectations of customers and management. A key component of this gap is market research. Market research can be feedback, surveys to know them better. Since they didn't do market research, managers misunderstand what customer require. An example related to the hotel industry will be shown. Managers, for example, believe that visitors desire upscale facilities like gyms and spas. However, managers must pay attention to what visitors say, as they may demand quick check-in, and friendly staff.
 - 3.2. GAP 2: The second gap is between service quality specifications and management perception. Certain standards of excellence are recognized by hotels. The manager of the food and beverage department, for instance, is aware that guests always need speedy service, but they are unsure of the precise time that should be made and served. Because of this, employees could operate at their own speed, which could result in irregular service hours.
 - 3.3. GAP 3: The third discrepancy is between service delivery and service quality specifications. Employees may find it difficult to meet quality standards even when they are in place because they lack the necessary motivation and training. Think about the following scenario: a hotel's housekeeping staff have just 30 minutes to clean the room and get it ready for the next set of guests. Occasionally, rooms take longer to clean due to incorrect instructions or a lack of training, which causes client discontent and delays in check-in times.
 - 3.4. GAP 4: Fourth gap is between service delivery and external communication. An organizations' advertising and marketing must be in line with the quality of its services. Consumers will feel duped if a business makes big claims, then falls short of them. Fo instance, many rooms only have a partial sea view, despite the hotel's website advertising 'luxury suites with ocean views', which leaves guests unhappy (Seth et al., 2005).

- 3.5. GAP 5: The fifth discrepancy is between experienced and expected service. For instance, the food and beverage department train its staff to give the best, most attentive service, yet some customers feel pressured and want to have as little interaction with staff as possible (Indeed Editorial Team, 2024).

2.2. Cultural Diversity in Hospitality Industry

Differences in gender, age, religion, education, personality, ethnicity, and other factors are all part of cultural diversity. The four levels of cultural diversity include organizational, external, internal, and personality characteristics. Neuroticism, agreeableness, extraversion, openness, and conscientiousness are the major five personality qualities. Age, gender, sexual orientation, ethnicity, and physical ability are examples of stable internal dimensions. Individual differences in external factors, such as marital status, parental status, looks, work experience, education, religion, personal habits, and money, can be altered. Last but not least, organizational dimensions include seniority, union affiliation, management status, and work location.



Picture 2: The 4 layers of diversity (Goldminz, 2019)

2.2.1. Global Perspectives

Cultural diversity has been increasingly acknowledged by the hotel sector as a strategic asset for catering to diverse international markets. Cultural variety fosters creativity, innovation, and superior customer service while providing insightful information about global consumer preferences and trends (Kundu & Mor , 2017). Nevertheless, effectively managing cultural

diversity involves confronting challenges such as communication issues, cultural misconceptions, and distinct work ethics and service attitudes (Choi et al., 2017).

Culturally educated strategies, such as diversity-focused training, cultural sensitivity programs, and inclusive company policies are essential for successful international hospitality management. In order to create inclusive workplaces that increase employee satisfaction, lower employee turnover, and boost customer loyalty, major multinational hotel chains frequently implement systematic diversity management techniques (Monoharan & Singal, 2017)

2.2.2. Azerbaijan's Hospitality Context

Strategic government initiatives, foreign investment, and the country's unique cultural appeal to foreign tourists have all contributed to the significant growth of Azerbaijan's hotel industry. As Azerbaijan's becomes more well-known in the world of tourism, hotels are increasingly hiring a variety of staff to effectively accommodate the various demands of foreign tourists (Meetingmediagroup, 2023).

Establishing thorough diversity management procedures, such as training in cultural competency, transparent communication frameworks and inclusive human resource strategies, is necessary to handle these complexities. Proactive steps like these can greatly enhance visitor experiences, foster employee growth, and boost the general performance of hospitality establishments (Gordon, 2025).

2.2.2.1. Ethnic minorities in Azerbaijan

Numerous ethnic and cultural groups have historically called Azerbaijan home, making it culturally. Several minority groups contribute to the country's multicultural scene, even though the majority of the population made up of Azerbaijani Turks, who constitute the main cultural identity.

These include the Lezgins, who are primarily found in the hilly northern areas of Qusar, Quba, and Khacmaz. They have unique costumes that have their roots in Caucasian traditions, and they speak the Lezgian language. The Talysh language, which is the member of the Iranian language family, is spoken by the Talysh people, who are mostly found in the southern areas, such as Lankaran, Lerik, and Astara. Both Azerbaijani and Persian influences can be seen in their cultural identity.

The majority of the Avar people live in the northwest, specifically in the Balaken, and Zaqatala areas. They maintain traditional alpine lifestyles and speak the Avar language. Located primarily in Qabala, and Oguz, the Udis are small Christian ethnic minority thought to be descended from the ancient Caucasian Albanians. They are among Azerbaijan's small Christian communities.

Furthermore, the northwest areas of Balaken and Zaqatala are home to the ingilloys, who are ethnic Georgians. They are separated into Muslim and Christian groups, which increases the nation's religious diversity. Last but not least, one of the oldest Jewish groups in the area is made up of the Mountain Jews, who are primarily found in Quba and have their own synagogues, schools, and customs.

In addition to reflecting Azerbaijan's social structure, this rich ethnic diversity has an impact on place of employment like hotels (Minority Rights Group, 2024).

2.2.3. Cultural Challenges in F&B Service

The hospitality industry's food and beverage department face a number of cultural obstacles in providing services because of its extremely diversified workforce and customer base. These difficulties result from variations in language, work ethics, religious beliefs, and other areas (Elkhwesky, Salem, & Barakat, 2019, p. 166).

Barriers to communication and language are among the biggest obstacles. Employees in varied businesses frequently have varying linguistic origins, which makes it challenging to guarantee effective communication between employees and guests. Inaccurate orders or misunderstandings

resulting from poor communication might affect the quality of service and the visitor experience (Zopiatis et al., 2014).

Dietary and religious considerations are another significant problem. When creating menus, we must respect and adhere to the strict dietary requirements of many cultures, including vegetarian, vegan, halal, and kosher choices. Furthermore, during religious fasting seasons like Ramadan, some workers might need to take prayer breaks or modify their work schedules, which can make scheduling challenging in hectic workplaces (Stuckrath, 2018).

Cuisines have merged as a result of globalization, yet accommodating a wide range of consumer preferences is also difficult. To appeal to a globalized palate and still retain the integrity of the traditional fare, food and beverage ventures must innovate. Since the spectrum of cultural expectations is broad, one, failing to perform delicate balancing, can easily commit a cultural appropriation, making it challenge (Becker et al., 1999).

2.3. Staff Training and Development

Continuous employee training and employee skills form an important component in delivering exemplary customer service and maintaining competitive advantage in the hospitality sector. Besides ensuring that employees receive the abilities they ought to have, effective training programs tend to increase staff commitment and job satisfaction. Training/development initiatives play a vital role in ensuring effective performance by workers and also ensuring a level of service quality. Through comprehensive training programs, the staff members are able to acquire requisite expertise and skills, and this improves job performance and satisfaction of the guests. Moreover, they have the potential of reducing turnover of employees because with the feeling of commitment and value, such programs build in the workers (Depierraz, 2024). Moreover, the presentation of training programs should contain the focus on cultural sensitivity and awareness in order to educate the staff members to address the visitors with various backgrounds. In the hospitality sector, where acknowledging and appreciating cultural differences may greatly improve the visitor experience, this cultural competency is especially crucial (Roque & Ramos, 2019).

Despite these advantages, creating and executing effective training programs can be challenging for hospitality firms. One of these difficulties is the scarcity of resources. These issues include limited resources, inconsistent training delivery across departments, and difficulties in measuring

the long-term outcomes of learning interventions. In order to overcome these obstacles, a deliberate dedication to professional growth, the incorporation of feedback systems, and content modification to meet departmental requirements are necessary (Acquaful et al., 2015).

Ultimately, training and development programs' effectiveness rests on how well they match employee expectations and company objectives. Hospitality businesses that place a high priority on organized, essential, and inclusive training methods are more likely to retain a skilled and driven team, which will improve client happiness and employee satisfaction.

2.3.1. Cross-cultural Training Methods

Cross-cultural training, which includes structured programs intended to give people the information, abilities, and attitudes needed to communicate successfully in a variety of cultural situations, is essential in the hospitality industry. In order to improve job performance, cultural intelligence, and cross-cultural integration, these techniques are essential (Sit et al., 2017). There are various methods.

1. **Cultural Awareness workshops:** To promote sensitivity and avoid misunderstandings, the goal is to teach staff members about cultural norms, values, and taboos. Frameworks like the cultural aspects theory are frequently used in these sessions to explain variations in dining manners, visitor expectations, and taboos (EHL Graduate School, 2024). For instance, case studies addressing dietary restrictions (e.g., halal or kosher requirements) or non-verbal gestures (e.g., avoiding the left hand in Middle Eastern cultures) are used to contextualize learning (Harri Insider Team, 2024). By emphasizing cultural similarities, these workshops also reduce stereotyping and promote empathy among staff.
2. **Scenario-Based Role-Playing:** Role-playing simulations prepare employees to navigate culturally sensitive situations, such as addressing dietary oversights (e.g., accidental pork service to Muslim guests) or seating preferences linked to cultural norms. These exercises are followed by feedback sessions to refine adaptive problem-solving skills, ensuring staff respond appropriately to real-world scenarios (Depierraz, 2024).
3. **Technology-Enhanced Training:** Digital tools like virtual reality (VR) simulate cross-cultural dining scenarios, such as serving a traditional Chinese banquet, to provide immersive learning experiences. AI-driven translation apps are also employed to address real-time language barriers during guest interactions (Terrier, 2021).

2.3.2. Language and Communication Training

Some training programs focus on language proficiency communication, and cultural sensitivity in an effort to enhance service quality and visitor pleasure. Verbal communication is the first thing that springs to mind when we think about communication. Being multilingual allows employees to offer individualized service and appropriately respond to guest's questions. Nonverbal communication is frequently used in food and beverage departments in hotels. Hotels can benefit greatly from having staff members who speak even a little foreign language because they can help guests feel more understood and welcomed (Harun & BLue , 2003).

Establishments from the hospitality sector adopt various strategies to enhance their staff's language proficiency:

Formal Language Courses: Many establishments offer structured language programs, focusing only on specific terminology and conversational skills essential for daily operations.

Customized Training: There are specific training programs addressing specific needs, such as handling reservations, explaining menu items.

Nonverbal Communication Training: Understanding body language, gestures, and facial expressions is crucial.

Technology-Assisted Apps: Utilizing translation apps and multilingual chatbots can support staff in real-time interactions (Mise En Place, 2023).

There are several advantages when establishments invest in language and communication training programs.

Enhanced Guest Satisfaction: Clear communication leads to better service delivery, increasing guest loyalty.

Employee Development: Training programs contribute to personal growth, boosting employee confidence and job satisfaction (Balamayuranathan & Sanker, 2024).

2.4. Cultural Adaptation in F&B Operations

The food and beverage industry in hotels is one of the most varied and dynamic settings. This department employs people from variety of language and cultural backgrounds, including

waiter/waitress, kitchen workers, bartenders. Diversity can result in operational difficulties as well as innovative cooking techniques and distinctive dining experiences. If not handled appropriately, gender-related biases, language obstacles, and disparate work ethics can cause conflict.

2.4.1. Service Delivery Across Cultures

The Food and Beverage department plays a crucial role in shaping a hotels' reputation and guest experience. This part explores key factors affecting F&B service across different cultural contexts and highlights best practices for delivering exceptional service.

1. Cultural Influences on Customer Satisfaction

In the Food and Beverage department, customer satisfaction is shaped by multiple factors, including food quality, ambiance, and service. But there is also one thing that workers have to know how to approach guests from different cultural background. For example, guests from western cultures may prioritize efficiency and quick service, eastern and Asian guest may expect a more personalized and attentive approach. European travelers want a balance between efficiency and warm hospitality (Suksutdhi, 2014).

2. The Impact of Technology

Technology is always improving. Therefore, many hotels are integrating digital menus, mobile ordering, even robotic servers to enhance efficiency. While some people welcome this much technology in the restaurant, some people want human interaction. Striking the right balance between technology and personal touch is key to maintaining guest satisfaction across cultures (Çallı et al., 2022).

3. The Role of Communication

Effective communication is at the heart of outstanding F&B service. Whether handling special requests, taking orders, addressing guest concerns, clear and professional communication is crucial. Language barriers and different communication styles can pose challenges. For instance, while some guests from different cultural background expect highly formal service with detailed explanations, others prefer a more casual and friendly approach. The crucial thing is to train staff to recognize and adapt to these differences and minimizes misunderstandings (Saputro & Mulia , 2020).

2.4.2. Team Diversity Management

Organizations now have a diverse workforce due to globalization, shifting demographics, and evolving workplace structures, which calls for effective diversity management. Any company's success depends on its ability to manage team diversity. Teams can have either surface-level and deep-level. Surface-level diversity encompasses a variety of characteristics, such as nationality, race, gender, and age. However, deep-level diversity encompasses a number of attributes, such as educational background, work ideals, personal traits, and functional competence. The primary distinction between them is that, although surface-level variety might result in instantaneous perceptions of difference, deep-level diversity usually has a greater impact on how a team performs over time (Yadav & Lenka, 2020).

Since hotels employ people from a range of backgrounds, it's crucial to establish equitable workplaces and inclusive practices. Effective diversity management practices in hotels not only increase staff happiness but also enhance the visitor experience. By implementing comprehensive diversity initiatives, hotels may create a workforce that is more productive and inclusive (Elkhwesky et al., 2019).

There are few ways to optimize the advantages of diversity in food and beverage departments in hotels. These tactics include inclusive workplace cultures and cross-cultural training. Misunderstandings can be decreased by offering cross-cultural training to staff members on various cultural norms and communication styles. Collaboration across various teams can be improved by fostering an environment of mutual respect, cooperation, and open communication (Kalargyrou & Costen, 2017).

2.4.3. Guest Experience Enhancement

The impact that the visitor experience has on both competitive advantage and guest happiness makes it significant. Positive evaluations, repeat business, and word-of-mouth recommendations are all more likely to come from happy customers. On the other hand, bad encounters might result in reputational damage, decreased bookings, and lost revenue. The report claims that because contemporary tourists have higher standards, hotels must provide seamless, individualized services. Additionally, the significance of the guest experience has increased because to social media and online reviews. When selecting lodging, guests are depending more and more on online reviews, therefore it is imperative that hotels continue to provide excellent customer service and

be responsive (Yang, Song et al., 2021). A single negative review can influence potential customers, while positive experiences create loyalty and long-term business success. In the hotel sector, guest experience plays a crucial role in determining customer satisfaction and overall company performance. High service standards, technology integration, and personalization are essential for managing the guest experience effectively.

The F&B department is a major contributor to guest satisfaction in hotels. The guest experience in hotel F&B operations encompasses more than just the quality of the cuisine, it also includes ambiance and service effectiveness. There are some factors that enhance guest experience.

Personalization – in dining, such as tailored menu recommendations, dietary accommodations and interactive culinary experiences.

Technology – These systems make F&B services more efficient. Digital ordering systems, AI-driven menu suggestions, and automated food preparation enhance operational skills and accuracy. Also, mobile payments, loyalty cards, smart table reservations make guest more convenient and safer.

Authenticity – Nowadays, guest increasingly seek local and experiential dining, such as farm-to-table concept, regional specialties, interactive cooking sessions.

Hotels can incorporate these elements into their F&B services not only to improve guest satisfaction but also distinguish between themselves from competitors (Williams, 2023).



3. LITERATURE REVIEW

Cultural differences have a major impact on food and beverage operations at Malta's five-star hotels, according to Mitovski (2022). The study mainly looks on how cultural diversity affects employee adaptability in multicultural work environments and managerial leadership styles. In order to obtain thorough insights, Mitovski employed both qualitative and quantitative methodologies, interviewing four F&B managers and distributing surveys to staff members. The results showed that cultural diversity improves operational dynamics by encouraging creativity and a better comprehension of the expectations of foreign visitors. However, issues including interpersonal conflicts, cultural misunderstandings, and language limitations continue to exist. The study comes to the conclusion that managing culturally diverse teams in the hotel industry requires proactive cross-cultural management techniques, ongoing training, and open communication.

According to Choi et al. (2017), the study examines the relationship between leadership quality and employee behaviors at hotels in China and the United States, with a particular emphasis on employees' commitment to customer service, teamwork quality, readiness to speak up, and job happiness. Through questionnaires carried out in both nations, the study identified both obvious cultural differences and shared tendencies. In contrast to their American counterparts, Chinese hotel workers notably had greater positive responses to leadership quality, were more inclined to communicate their opinions freely, collaborate well with others, and express greater job satisfaction. In both countries, job satisfaction also had a substantial impact on how dedicated workers were to be providing exceptional customer service, but the relationship was stronger for Chinese workers. The study concludes that understanding these cultural differences is essential for hospitality managers aiming to foster productive and satisfied teams internationally.

The study examines how cultural diversity impacts leadership and managerial communication techniques in the hospitality industry, particularly at five-star hotels in Nepal's Kathmandu Valley according to Udaya et al. (2021). The study examined how hotels manage communication issues brought on by cultural variations using management surveys. The results showed that although the majority of managers understand how crucial good communication is to accomplishing corporate

objectives, there are still major impediments such linguistic and cultural differences. The findings demonstrate that a large number of managers use a performance-oriented leadership approach, placing a strong emphasis on well-defined objectives and efficient teamwork. According to the study's findings, boosting management communication through focused training and culturally aware tactics may significantly lower communication-related problems and boost the general operational efficacy of hospitality companies.

According to Kalargyrou and Costen (2017), the study examines the body of research on diversity management, particularly in the hotel and tourism industry, and contrasts it with more general diversity management studies conducted in commercial settings. By emphasizing any discrepancies between industry-specific and more general business approaches, the study seeks to determine the extent to which diversity management practices have been studied in the hospitality sector. The results show that whereas diversity management is well covered in general business literature using thorough theoretical frameworks, the hospitality sector lags behind in thorough study. In particular, there are gaps in the study of diversity management from sociological and psychological angles in the hotel sector. The authors underline the significance of diversity management because of the extremely heterogeneous nature of hospitality staff and advise researchers to take more robust, theoretically based approaches.

According to Acquafal et al. (2015), the research investigates staff training and development within the hospitality industry, specifically focusing on guest houses in Ghana. The study examines the various training practices used, assesses their effectiveness, and identifies key challenges in implementing these training programs. Through surveys and interviews conducted at two guest houses, the researchers found that most employees considered training vital for improving their job performance and overall productivity. However, significant challenges, such as inadequate staffing, insufficient training resources, and the rapidly changing hospitality environment, impacted the effectiveness of training. The authors concluded that continuous, structured training programs positively influenced employee productivity and job satisfaction, emphasizing the necessity of aligning training methods closely with organizational goals to overcome existing challenges.

Elkhwesky et al. (2019) investigated how Egypt's five-star hotels handle ethnic, gender, and religious diversity as well as whether empowerment and training might enhance these procedures

in the food and beverage divisions. They discovered that although diversity is valued highly, it is not fully implemented in real life. Training improved gender diversity practices, but empowerment did not close this gap. The study demonstrates the importance of effective diversity management for hotel business and the need for ongoing training to implement diversity practices.

According to Bakshi et al., (2025), this study's primary goal is to investigate how cross-cultural training affects hotels guests' overall experiences. The researchers employed quantitative techniques to investigate the effects of training programs on the communication abilities, service performance, and self-assurance of hotel personnel in Amritsar, India, when interacting with foreign visitors. The findings absolutely shown that cross-cultural training significantly and favorably affects visitor pleasure. Workers who underwent this kind of training were more equipped to deal with culturally diverse clients in a professional and sympathetic manner. Deeper intercultural skill development is necessary, since the study also found that these training programs were less successful in avoiding cultural misconceptions.

According to Ozaltas (2010), the study looks at how psychological empowerment influences two major employee outcomes in the hotel industry: organizational citizenship behavior and job engagement. The study looks into whether work satisfaction mediates the link between psychological empowerment and these two outcomes. The study revealed that psychological empowerment had a substantial favorable effect on organizational citizenship behavior and work engagement among hotel workers. Furthermore, work satisfaction was shown to partially moderate these connections, implying that empowered employees are more content with their employment, which boosts their engagement and desire to engage in extra-role actions.

4. METHODOLOGY

4.1. About Research Study

4.1.1. Subject and Importance of Study

Significant changes have occurred in the hospitality sector, leading to a greater range of cultures among staff and visitors. Although this diversity has many advantages, it often poses complex problems, particularly in service-oriented departments like Food and Beverage. Academics and business experts frequently emphasize how crucial it is to manage cultural diversity effectively in order to maximize worker productivity and improve customer satisfaction.

The growing diversity in the workforce of the hospitality industry, particularly within Food and Beverage departments, presents significant intercultural communication and operational challenges. Despite the recognized importance of cultural competence, many hospitality organizations continue to experience issues stemming from inadequate cross-cultural training and insufficient employee adaptation measures. In Azerbaijan, the high growth rate of the hospitality industry and the level of dependence on multiethnic teams lead to the aggravation of these issues, which frequently end up in the reduction of quality of service, employee dissatisfaction, and impaired visitor experiences.

These are complicated by other issues like language barriers and disparities in cultural values in accordance to hospitality service and the differences in perceptions of what non-verbal communication means in various interpretation scales. In the absence of proper intervention in terms of systematic training in issues related to the systematic incompatibilities and proper management strategies, the hotels face the risk of constant interference in the operation of the hotel, lower competitive edge and undermined market image.

This study fills the gap in knowledge about how exactly the Azerbaijani hotels are dealing with these intercultural issues in their F&B work and how the practices related to cross-cultural training and adaptation work currently. The study will help define the main shortcomings and areas of

possible improvements, thus offering useful recommendations that could be applied to the culturally diverse hotels to achieve better organizational performance and customer satisfaction.

4.1.2. Research Objectives

This study contributes to a deeper understanding of how culturally diverse teams function within hospitality environments, particularly in the Food and Beverage department. It provides empirical insights into the mechanisms that support employee adaptation and training in multicultural settings. As industry becomes more dynamic, the ability of hospitality professionals to navigate intercultural situations with competence and sensitivity is no longer optional but essential.

Investigation of cross-cultural preparation strategies and self-guided development techniques, the research corresponds to a shortage in the literature of localized training programs in new economies like Azerbaijan. It provides workable guidelines to managers of hospitality provisions who are interested in developing inclusive service cultures and improving effective operations. In addition, the results are applicable not only to enhancing the internal workforce development, but also in order to promote customer satisfaction and retention in the hotel setting that is becoming more and more diverse.

The research contributes towards current theories on cultural intelligence, management of diversity and service delivery, in a scholarly sense. It also puts these theories into the particularities of the operation reality of hotels in Azerbaijan, thus extending its use and applicability. The theoretical and practical implications of this contribution are reflected on the need of using culturally informed strategies of human resource approach to harness long-term service excellence.

The primary aims of this study are to:

1. Examine key issues experienced by hospitality employees in Azerbaijan's hotel industry when interacting within culturally diverse environments.
2. Assess current approaches utilized by hotel establishments in Azerbaijan to effectively address and manage workforce diversity.
3. Develop actionable guidelines to improve hospitality training programs, with a focus on elevating employee effectiveness and enhancing guest satisfaction.

4. Enrich the existing body of scholarly knowledge on managing diverse workforces within the hospitality industry, specifically within rapidly developing tourism regions like Azerbaijan.

4.1.3. Research Questions

The study aims to answer the two following research questions:

1. What are the predominant challenges experienced by individuals employed in the Food and Beverage department within hotels when engaging in cross-cultural interactions, and which strategies are being used against these challenges?

There are many challenges about cross-cultural interactions. These interactions are mostly viewed in hotels, especially in the Food and Beverage department.

2. How employees in the Food and Beverage division of Azerbaijan hotels integrate cross-cultural self-training into their ongoing professional development?

There are several strategies (modules, assessments, courses, webinars, seminars etc.) That integrates their trainings into their ongoing professional development. I want to learn that which strategies Azerbaijani hotels use for their employees and integrate to their work environment.

4.1.4. Research Hypotheses

Several research hypotheses were created to investigate the possible connections between employees' demographic traits and their impression of the influence of training, taking into account the goals of this study as well as the body of existing literature. The study specifically aimed to determine whether perceived training impact varies considerably depending on age, gender, and length of service.

H₁: There is a significant difference in the perceived training among employees based on gender.

H₂: There is a significant difference in the perceived training among employees based on age groups.

H₃: There is a significant difference in the perceived training among employees based on length of service.

4.1.5. Institutional framework

One of the main areas of economic diversification in Azerbaijan has been the hotel sector, particularly since the oil boom of the mid-2000s. Government regulations, industry-specific programs, and the expanding number of global hotel chains all influence the institutional framework that facilitates employee training and cross-cultural adjustment in the hotel industry.

The State Tourism Agency of the Republic of Azerbaijan was founded in 2018 and is the main government agency in charge of tourism and hospitality. This organization is in charge of putting the state tourism strategy into practice, which includes creating professional requirements for hotel employees. Although cross-cultural training is still a relatively new idea in public training curricula, it supports vocational education programs that work to improve staff credentials in the hotel industry in conjunction with the Ministry of Education. All-important of the formal education of tourism professionals is provided by the Azerbaijan Tourism and Management University. However, individual hotels, notably multinational chains like Hilton, Marriott, and Four Seasons, are primarily responsible for providing practical training particularly in intercultural communication and staff adaptation. These hotels use their own internal training standards that are based on worldwide HR frameworks (Bayramli & Sarkhanov, 2021).

At the moment, cross-cultural staff training in hotel food and beverage departments is not required nationally. However, there is an urgent need to institutionalize such processes due to the increasing number of foreign visitors, foreign management, and migrant labor in Azerbaijan's hotel industry. Effective intercultural training enhances guest happiness and service quality in multicultural settings, according to UNWTO (UNWTO, 2020). Through pilot programs and partnerships with global tourism groups, local governments have begun to take this understanding into consideration.

There are still issues in spite of these attempts. The practical needs of hotels and public education institutions are not well integrated. Furthermore, recent study has found a number of major institutional hurdles, including a lack of standardized cross-cultural modules, a lack of trained trainers, and limited language proficiency. Because of this, the institutional structure is still evolving, and the most successful instances are found in private ventures within international hotels that operate in Baku and other tourist destinations.

4.1.6. Assumptions of Study

- Participants responded to the survey questions honestly.
- No managerial pressure influenced participants' responses.
- The sample group represents the universe.

4.1.7. Research Method

This chapter presents a comprehensive overview of the methodology employed in finding strategies and how employees adapt in cross-cultural workplace in food and beverage department in Azerbaijani hotels.

The paper includes a List of References, at the end, which encompasses all the secondary data utilized in creating this proposal. On the other hand, primary data refers to information acquired by the researcher specifically for research purposes.

This survey is utilized in this study based on the questionnaire created by Ozaltas (2010). Only several questions were included and tailored to the need of hospitality personnel operating in Azerbaijan. The survey method is used to measure data and makes it easier to analyze such data. Survey method can help us to investigate and examine the attitudes of those participants who took part in the investigation. To identify the strategies regarding cross-cultural staff training and adaptation, it is important to communicate with a wide range of people who are connected to the food and beverage department of the Azerbaijanian hotels. Based on the nature of this research it becomes clear that a survey method should be used. With the survey method, we can learn and discuss the opinion of those who took part in the research well. In order to find strategies about cross-cultural staff training and adaptation, it is crucial to engage with a diverse range of people in food and beverage department in Azerbaijani hotels.

When it comes to sampling method, sampling is the process of selecting a representative group from the population under study. In the research paper there are groups of people who all have something in common called target population. The target population for this study consists of all participants who are from all ages and work in food and beverage department in Azerbaijan hotels. After some research, cluster sampling is good for this research paper. The practical difficulties of reaching a geographically dispersed workforce across several hotel properties led to the use of cluster sampling. Based on departmental units (such as the Food and Beverage departments) and

hotel association, the population was separated into naturally occurring clusters. All available F&B employees in those hotels were invited to participate, and entire clusters were chosen at random. In addition to lowering the logistical complexity and resource expenditure typically associated with simple random sampling in widely used organizational contexts. This strategy enabled while maintaining contextual integrity.

4.1.8. Population and Sampling

About 685 hotels and other lodging facilities were in operation nationwide as of 2021. Furthermore, 259 hotels have received official star ratings as of 2024. According to workforce structures and industry standards, each hotel is thought to employ 20 employees on average. As a result, it is projected that the population of this thesis consists of 10000 workers in the Food and Beverage department approximately (Safarli, 2022).

The target population comprises employees working in the food and beverage departments of hotels across Azerbaijan. These individuals are from various age groups and professional backgrounds but share the commonality of working in guest-facing roles within F&B services.

The final sample included 242 valid responses, exceeding the minimum threshold. This sample size was deemed sufficient based on central limit theorem principles and practical considerations for moderate-effect detection in social science research. A minimum sample size of 200 is generally regarded as adequate to provide stable and reliable parameter estimations, in accordance with methodological norms typically mentioned in social science research, particularly in structural equation modelling and quantitative data analysis (Sathyanarayana et al., 2024).

Considering the bilingual nature of the population of study, the survey was distributed both in the Azerbaijani and in the English language. The two languages were kept relationally intact by cross-checking translations in order to provide semantic as well as analytic equivalence. All Likert questions within SPSS were left in the original wording that the English questionnaire presented, and variables were abbreviated and coded to make analytics much easier.

4.1.9. Data Collection and Analyze Techniques

A list of answers to a question or statement can be found on Likert scale type questions. Types of Likert scales can be identified by the quantity of (Jotform Editorial Team, 2023). Primary data

was collected using a structured questionnaire consisting of 22 items, written in English and Azerbaijani. The survey focused on areas such as:

- Cultural awareness and its impact on performance
- Guest satisfaction based on staff cultural competence
- Team diversity and its influence on service delivery
- Language skills and communication effectiveness
- Sensitivity to nonverbal cues in guest interactions

Each item was anchored on a five-point Likert scale ranging from "strongly disagree" to "strongly agree." Questions were grouped by aligning directly with the study objectives. Respondents were first asked to identify their role in the F&B department and their tenure, but no personal demographic data was collected to maintain anonymity.

Statistical testing was also done by carefully coding the demographic variables. The variable Gender was treated as a nominal variable and coded as 1 = Male, 2 = Female. The Age variable was recoded into four ordered categories (1 = 24 and under, 2 = 25–34, 3 = 35–44, 4 = 45 and above) and treated as ordinal. Similarly, the Service Period variable was categorized into five groups (1 = ≤ 1 year, 2 = 1–3 years, 3 = 4–6 years, 4 = 7–10 years, 5 = > 10 years) to allow for comparative analysis using Mann-Whitney U and Kruskal-Wallis H tests.

4.1.10. Contributions of Study

This study adds significant value to both academic literature and practical applications in the hotel business. First, it fills a significant gap in the regional literature by focusing on cross-cultural staff training and adaptation in Azerbaijani hotels, an issue that has received little scholarly attention. Furthermore, the findings provide practical advice to help hotel managers build more successful and culturally relevant training programs. By improving staff flexibility and communication in multicultural contexts, these enhancements have the potential to indirectly raise happiness, which is crucial in the tourist industry. Finally, the research calls for a rethinking of training practices, emphasizing the need for more tailored and inclusive techniques to suit the different requirements of hospitality workers.

4.1.11. Ethics and Limitations of Study

The rights, dignity, and secrecy of the participants were the main concerns of this study, which was carried out strictly in accordance with ethical research guidelines. All respondents gave their informed consent before any data was collected, and participation was completely anonymous and voluntary. Participants' privacy and identification were protected because they no personally identifying information was gathered.

Every step of the survey procedure conformed with data protection laws. The researcher was the only person with secure access to all raw data. The freedom to leave the study at any time without facing any repercussions was explained to the participants.

Throughout the whole research process, ethical issues were given top priority. These included being open and honest about the study's goals and avoiding any forceful or dishonest methods. Respecting individual autonomy and maintaining academic integrity were crucial elements of the research design. Informed consent is a crucial feature of ethical research, especially when using human subjects, as DeCarlo (2018) highlights.

While this study provides valuable insights into cross-cultural training and adaptation practices in Azerbaijani hotel Food and Beverage departments, it does have several limitations.

First, the study's focus was limited to food and beverage departments, eliminating other essential hotel divisions such as front desk, housekeeping, and management. As a result, the findings may not include the entire range of cross-cultural training efficacy in the hotel business.

Another significant limitation of this study is its geographic focus. The study was only done in Azerbaijan hotels, which may restrict the findings' applicability to other nations or areas.

Non-parametric statistical methods were used since the data had a non-normal distribution. While acceptable for the nature of the data, these approaches may have lesser statistical power than parametric alternatives, limiting the depth of inferential comparisons, especially in complicated models.

4.2. Findings

4.2.1. Quantitative Data Analysis Results

4.2.1.1. Distribution of Participants by Demographic Characteristics

A total of 242 participants completed the survey in full. The demographic distribution reflects a representative segment of staff working in Food and Beverage (F&B) departments across hotels in Azerbaijan. The following subsections describe the composition of respondents by gender, age group, and length of service.

As shown in Table 1, a significant majority of the respondents were male ($n = 191$, 78.9%), while female respondents accounted for 21.1% ($n = 51$). This disproportion aligns with the known gender composition of operational F&B staff in the regional hospitality sector, where male participation often dominates in service and kitchen roles.

Table 1: Frequency Distribution by Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Male	191	78.9	78.9	78.9
Female	51	21.1	21.1	100.0
Total	242	100.0	100.0	

The age distribution is heavily skewed toward younger employees. As indicated in the table:

Table 2: Frequency Distribution by Age

	Frequency	Percent	Valid Percent	Cumulative Percent
24 years old and under	112	46.3	46.3	46.3
25-34	119	49.2	49.2	95.5
35-44	5	2.1	2.1	97.5
45 years old and high	6	2.5	2.5	100.0
Total	242	100.0	100.0	

- 46.3% (n = 112) of respondents were 24 years old or younger
- 49.2% (n = 119) were aged 25–34
- Only 2.1% (n = 5) were in the 35–44 age group
- 2.5% (n = 6) were 45 years old and above

This reflects the youthful nature of the F&B workforce, where early-career professionals dominate entry- to mid-level service positions.

Table 3: Frequency Distribution by Service Period

	Frequency	Percent	Valid Percent	Cumulative Percent
A year and below	29	12.0	12.0	12.0
1-3 years	101	41.7	41.7	53.7
4-6 years	96	39.7	39.7	93.4
7-10 years	9	3.7	3.7	97.1
10 years and above	7	2.9	2.9	100.0
Total	242	100.0	100.0	

In terms of Length of Service:

- 41.7% (n = 101) of the respondents had been working in the industry for 1–3 years
- 39.7% (n = 96) had 4–6 years of service
- Only 12% (n = 29) had less than one year
- A small minority (6.6%) reported more than 7 years in the field

This distribution indicates that the sample includes a well-balanced mix of early-career and moderately experienced employees, making it appropriate for examining both emerging training impacts and longitudinal adaptation strategies.

4.2.1.2. Frequency Distributions and Arithmetic Distances of the Scale

The frequency distributions and arithmetic means for every item in the survey are shown in this section. The mean scores give a broad picture of the overall trend in responses, whereas frequency analysis shows how respondents scored each phrase on the Likert scale.

According to Taşar (2017), the range of composite mean scores ($5-1=4$) for a five-point Likert scale can be split into equal intervals of 0.80, which results in:

The following are the score ranges that correlate to the options:

Table 4: Scores on the 5-Point Likert Scale

Score	Option
1,0 - 1,8	Strongly Disagree
1,8 - 2,6	Disagree
2,6 - 3,4	Neutral
3,4 - 4,2	Agree
4,2 - 5,0	Strongly Agree

Table 5: Attitude-Related Score Range

1.0 - 1.5	Strongly Disagree	Weak Attitude
1.51 – 2.5	Disagree	
2.51 – 3.5	Neutral	Moderate Attitude
3.51 – 4.5	Agree	Strong Attitude
4.51 – 5.0	Strongly Agree	

The categories used in this study were 1.0-2.5 (Weak), 2.51 – 3.5 (Moderate), and 3.51-5.00 (Strong) for easier interpretation and symmetry.

APPENDIX 2 presents the ‘Frequency Distributions and Arithmetic Distances’ for the 17 items.

A consistently high degree of agreement among participants evaluating the impact of and sufficiency of the training they received was indicated by the mean scores for individual items, which varied from 4.43 to 4.67. According to the attitude classification range (3.4-5.0), the overall average score for all categories was 4.51, indicating a very positive attitude toward training methods (Lindner & Lindner , 2024).

Across all items, the 'Agree' and 'Strongly Agree' categories accounted for the majority of responses in terms of frequency.

The mean score of 4.64 for Survey Item 1 suggests that respondents had an overall very optimistic attitude. This item was seen favorably by participants, as evidenced by the vast majority choosing 'Strongly Agree' (179 responses) and 'Agree' (46 responses). Only a small percentage of respondents disagreed (Disagree': 4; Strongly Disagree': 1), indicating that unfavorable comments were rare, although the number of neutral responses (12 responses) was moderate. The conclusion that participants generally showed great agreement with this statement is supported by the consistent high ratings.

The mean score of 4.67 for Survey Item 2 suggests that respondents had an overall very positive attitude. There was a positive perception of this item, as seen by the large percentage of participants who selected 'Strongly Agree' (184 responses) and 'Agree' (40 responses). Just a minority of respondents disagreed (Disagree': 4; Strongly Disagree': 0), indicating that unfavorably viewpoints were few, although the number of neutral responses (14) was moderate. The conclusion that participants generally showed agreement with this statement is supported by the consistent high ratings.

Survey Item 3 received a mean score of 4.61, indicating a generally strong positive attitude among respondents. This issue was seen favorably by participants, as evidenced by the vast majority choosing 'Strongly Agree' (164 responses) and 'Agree' (66 responses). Only a small percentage of respondents disagreed. Indicating were few, although the number of neutral responses (8) was moderate. The conclusion that participants generally showed great agreement with this statement is supported by the consistent high ratings.

Survey Item 4 earned a mean score of 4.60, suggesting that respondents typically held a favorable attitude. A large number of participants picked 'Strongly Agree' (171 responses), while

a considerable proportion chose 'Agree' (51 responses), indicating a positive attitude toward this issue. The number of neutral responses (14) was considerable, and only a few people disagreed (Disagree': 6; Strongly Disagree': 0), indicating that unfavorable attitudes were low. The regularity of high ratings supports the conclusion that most participants strongly agreed with this statement.

With a mean score of 4.56 for Survey Item 5, respondents' attitudes were overwhelmingly favorable. The issue was seen favorably by participants, as evidenced by the large percentage who picked 'Strongly Agree' (161 respondents) and 'Agree' (60 respondents). Negative opinions were modest, as evidenced by the considerable number of neutral responses (17) and the small number of respondents who disagreed (Disagree': 4; Strongly Disagree': 0). Overall, participants showed great agreement with this statement, as seen by the consistent high ratings.

With a mean score of 4.50, Survey Item 6 demonstrated a generally optimistic attitude among respondents. This question was seen well by participants, as evidenced by the large percentage who picked 'Strongly Agree' (152 responses) and 'Agree' (66 responses). While just a small percentage of respondents (Disagree': 6; Strongly Disagree': 0), there were a reasonable number of indifferent responses (18). This suggests that there were not many unfavorable opinions. According to the consistent high ratings, participants generally showed a high level of agreement with this claim.

The mean score of 4.48 for Survey Item 7 suggests that respondents had an overall optimistic attitude. Due to the positive view of this topic, a sizable majority of participants picked 'Strongly Agree' (140 answers) and a large number selected 'Agree' (81 replies). Only a small percentage of respondents disagreed ('Disagree': 4, 'Strongly Disagree': 0), indicating that unfavorable viewpoints were few, although the number of neutral responses (17) was substantial. The conclusion that participants generally showed great agreement with this statement is supported by the consistent high ratings.

Survey Item 8 gained a mean score of 4.48, suggesting that respondents had a generally strong attitude. A considerable proportion of respondents picked 'Strongly Agree' (145 responses), while a significant number chose 'Agree' (75 responses), indicating a positive impression of this topic. The number of neutral responses (15) was moderate, whereas only a few people disagreed ('Disagree': 7, 'Strongly Disagree': 0), indicating that unfavorable attitudes were limited. The

regularity of high ratings supports the conclusion that participants overall strongly agreed with this statement.

The mean score of 4.47 for Survey Item 9 suggests that respondents had an overall very optimistic attitude. Due to the positive perception of this item, a sizable majority of participants selected 'Strongly Agree' (146 responses) and a large number selected 'Agree' (71 replies). Only a small percentage of respondents disagreed ('Disagree': 5, 'Strongly Disagree': 1), indicating that unfavorable responses were rare, although the number of neutral responses (19) was moderate. The conclusion that participants generally showed great agreement with this statement is supported by the consistent high ratings.

With a mean score of 4.44 for Survey Item 10, respondents' attitudes were overwhelmingly favorable. An overwhelming majority of participants picked 'Strongly Agree' (141 responses), and a sizable fraction selected 'Agree' (73 responses), indicating a positive opinion of this issue. Negative opinions were modest, as evidenced by the considerable number of neutral replies (22) and the small number of respondents who disagreed ('Disagree': 6; 'Strongly Disagree': 0). Overall, participants showed great agreement with this statement, as seen by the consistent high ratings.

The mean score of 4.44 for Survey Item 11 suggests that respondents had an overall very optimistic attitude. This item was seen well by respondents, as evidenced by the large percentage who selected 'Strongly Agree' (143 replies) and 'Agree' (69 responses). There was a moderate amount of neutral replies (24), and few people disagreed ('Disagree': 5; 'Strongly Disagree': 1), indicating that there were not many negative comments. The conclusion that participants generally showed strong agreement with this agreement is supported by the consistent high ratings.

The mean score of 4.43 for Survey Item 12 suggests that respondents had an overall very optimistic attitude. 'Strongly Agree' was picked by 142 people, and 'Agree' was selected by 71 persons, indicating a positive opinion of this item. Negative opinions were modest, as evidenced by the considerable number of neutral replies (22) and the small number of respondents who disagreed ('Disagree': 6; 'Strongly Disagree': 1). Overall, participants showed great agreement with this statement, as seen by the consistent high ratings.

Respondents' typically very favorable attitudes were shown by Survey Item 13's mean score of 4.44. Due to the positive view of this topic, a considerable proportion of participants

picked 'Strongly Agree' (143 responses) and 'Agree' (70 responses). There were a considerable number of neutral replies (21), and few people disagreed ('Disagree': 8; 'Strongly Disagree': 0), indicating that there were not many unfavorable sentiments. According to the consistent high ratings, participants generally showed a high level of agreement with this statement.

With a mean score of 4.45, Survey Item 14 demonstrated a generally optimistic attitude among respondents. This issue was seen favorably by participants, as evidenced by the vast majority choosing 'Strongly Agree' (144 responses) and 'Agree' (70 replies). There were just a few respondents that disagreed ('Disagree': 7, 'Strongly Disagree': 0), indicating that negative reactions were limited. In contrast, there were a considerable number of neutral responses (21). According to the consistent high ratings, participants generally showed a high level of agreement with this claim.

Survey Item 15 received a mean score of 4.47, indicating a generally strong positive attitude among respondents. An overwhelming majority of participants picked 'Strongly Agree' (147 responses), and a sizable fraction selected 'Agree' (68 responses), indicating a positive opinion of this issue. Only a small percentage of respondents disagreed ('Disagree': 5, 'Strongly Disagree': 1), indicating that adverse responses were rare, although there were a substantial number of neutral responses (21). The conclusion that participants generally showed great agreement with this statement is supported by the consistent high ratings.

With a mean score of 4.48 for Survey Item 16, respondents' attitudes were overwhelmingly favorable. Participants had a positive opinion of this question, as seen by the large percentage who picked 'Strongly Agree' (146 replies) and 'Agree' (74 responses). Negative opinions were low, as evidenced by the considerable number of neutral replies (16) and the small number of respondents who disagreed ('Disagree': 5, 'Strongly Disagree': 1). Overall, participants showed great agreement with this statement, as seen by the consistent high ratings.

Survey Item 17 earned a mean score of 4.48, indicating that respondents usually held a favorable attitude. A considerable proportion of respondents chose 'Strongly Agree' (149 responses) and 'Agree' (67 responses), indicating a positive attitude toward this item. The number of neutral responses (20) was moderate, and only a few respondents indicated disagreement ('Disagree': 5, 'Strongly Disagree': 1), implying that unfavorable opinions were limited. The

regularity of high scores supports the conclusion that most participants strongly agreed with this statement.

4.2.1.3. Reliability Analysis

Table 6: Cronbach's Alpha (Reliability Analysis)

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.967	.967	17

The results, shown in Table 6, confirm that the instrument used in this study demonstrates excellent internal consistency, with a Cronbach's Alpha coefficient of $\alpha = .967$. This exceeds the commonly accepted threshold of .70 for acceptable reliability and even surpasses the .90 benchmark typically regarded as indicative of excellent reliability in social science research (George & Mallery , 2024).

4.2.1.4. Results of Normality Test

In quantitative research, verifying the assumption of normality is a crucial prerequisite for determining the appropriate statistical tests to be applied—parametric or non-parametric. Since this study employed a survey-based design with Likert-scale items (ordinal in nature), a normality assessment was necessary to guide the selection of hypothesis testing methods and ensure the robustness of analytical outcomes.

According to Appendix 3, to assess the normality of the survey data, two of the most widely accepted tests were applied using IBM SPSS Statistics v27: the Kolmogorov–Smirnov (K–S) test and the Shapiro–Wilk (S–W) test. If the significance (Sig.) value is less than .05, this obviously demonstrates that the data does not follow a normal distribution, hence non-parametric statistical test like Mann-Whitney U, Kruskal-Wallis H, and Spearman's Rank Correlation are appropriate for assessing the data (Demir, 2022).

4.2.1.5. Results of Spearman's Rank Correlation

The Spearman's Rank Correlation analysis revealed a statistically significant negative link between gender and perceived training ($p = -0.166$, $p = 0.010$), indicating that male and female participants evaluate training efficacy differently. Similarly, age was found to be negatively correlated with training ($p = -0.143$, $p = 0.026$), indicating that as age increases, the perceived adequacy of training decreases slightly.

There was a moderate negative correlation ($p = -0.226$, $p < 0.001$) between length of service and perceived training, indicating that employees with longer tenure tend to rate training programs less favorably than those with shorter service periods.

As shown in Table 7, these data indicate that demographic variables, notably gender, age, and service duration, influence how employees see the success of training programs. Although statistically significant, the strength of associations remained modest to moderate, showing that other variables may potentially influence perceptions of training efficacy (Mukaka, 2012).

Table 7: Results of Spearman's Rank Correlation

			Correlations			
			Gender	Age	Your service period	Training
Spearman's rho	Gender	Correlation Coefficient	1.000	-.009	.058	-.166**
		Sig. (2-tailed)	.	.893	.365	.010
		N	242	242	242	242
	Age	Correlation Coefficient	-.009	1.000	.601**	-.143*
		Sig. (2-tailed)	.893	.	.000	.026
		N	242	242	242	242
	Your service period	Correlation Coefficient	.058	.601**	1.000	-.226**
		Sig. (2-tailed)	.365	.000	.	.000
		N	242	242	242	242
	Training	Correlation Coefficient	-.166**	-.143*	-.226**	1.000
		Sig. (2-tailed)	.010	.026	.000	.
		N	242	242	242	242

4.2.1.6. Mean Rank Scores of Perceived Training by Gender

The findings show that male respondents (Mean Rank = 127.42, N = 191) had greater perceived training levels than female respondents (Mean Rank = 99.33, N = 51). This disparity in mean ranks reflects a gender gap in judgments of training adequacy within the company.

Table 8: Mean Rank Scores of Perceived Training by Gender

		Ranks		
	Gender	N	Mean Rank	Sum of Ranks
MEAN	Male	191	127.42	24337.00
	Female	51	99.33	5066.00
	Total	242		

4.2.1.7. Mann-Whitney U Test Results for Determining Whether Gender has a Significant Impact on Perceived Training

Table 9: Results of Mann-Whitney U Test

Test Statistics	
	Mean
Mann-Whitney U	3740.000
Wilcoxon W	5066.000
Z	-2.571
Asymp. Sig. (2-tailed)	.010

As shown in Table 10, the Mann-Whitney U test was used to determine whether there was a statistically significant difference in perceived training based on employees' gender. According to

Table 10, the results revealed a statistically significant difference between male and female respondents, demonstrating that there is a significantly difference in perceived training based on gender (Arslan, 2022).

4.2.1.8. Mean Rank Scores of Perceived Training by Age Groups

The findings suggest that the youngest age group (24 years old and less) had the highest mean rank (129.59), followed by the 25-34 group (119.51). In contrast, the older age groups – 35-44 and 45 years old and above reported significantly lower mean ranks, at 67.50 and 54.92, respectively.

It is crucial to remember that bigger group sizes do not always result in a higher mean rank. When a smaller group has a higher mean rank, it means that their responses were more positive, or they agreed more strongly with the training-related statements. In contrast, a bigger group with a lower mean rank indicates more neutral or less favorable responses, despite their higher presence.

Table 10: Mean Rank Scores of Perceived Training by Age Groups

Ranks			
	Age	N	Mean Rank
Training	24 years old and under	112	129.59
	25-34	119	119.51
	35-44	5	67.50
	45 years old and high	6	54.92
	Total	242	

4.2.1.9. Kruskal-Wallis H Test Results for Determining Whether Age Groups have a Significant Impact on Perceived Training

As shown in Table 12, Kruskal-Wallis H test was used to determine that there was a statistically significant difference in perceived training based on employees' age.

Table 11: Kruskal-Wallis H Test Results (H₂)

Test Statistics	
	MEAN
Kruskal-Wallis H	10.195
Df	3
Asymp. Sig.	.017

According to Table 12, there was a statistically significant difference between age groups (Shavkay, 2025).

4.2.1.10. Mean Rank Scores of Perceived Training by Length of Service

The mean rank ratings for perceived training based on Length of Service in the Food and Beverage division shown in Table 13. The findings show that employees' perceptions of training vary significantly depending on their employment. The respondents with the greatest perceived training levels were those who had worked for one year or less (135.43) and one to three years (135.26). This implies that younger workers typically have a more favorable opinion of the training initiatives. Employees with 7-10 years of service on the other hand had the lowest mean rank (65.50). This suggests that longer-tenured staff members have a lower opinion of the quality or usefulness of training.

Table 12: Mean Rank Scores of Perceived Training by Length of Service

Ranks			
Your service period		N	Mean Rank
Training	A year and below	29	135.43
	1-3 years	101	135.26
	4-6 years	96	110.85
	7-10 years	9	65.50
	10 years and above	7	83.29

4.2.1.11. Kruskal Wallis H Test Results for Determining Whether Length of Service has a Significant Impact on Perceived Training

As shown in Table 14, Kruskal-Wallis H test was used to determine that there was a statistically significant difference in perceived training based on employees' length of service.

. According to Table 14, there was a statistically significant difference between length of service (Shavkay, 2025).

Table 13: Kruskal-Wallis H Test Results

Test Statistics	
	MEAN
Kruskal-Wallis H	15.418
df	4
Asymp. Sig.	.004

4.2.1.12. Post-Hoc Analysis for H₂

To pinpoint the precise location of these discrepancies, post-hoc pairwise comparisons' were required.

Following the significant Kruskal-Wallis result, post-hoc pairwise comparisons were performed using Bonferroni correction.

As shown in Table 11, after correction, the adjusted p-values showed that none of the comparisons were statistically significant at $\alpha = 0.05$. Although it did not fulfil strictly the criteria for significance, the comparison between participants who were 45 years of age and older and those who were 24 years of age and younger came close to significance ($p=0.061$), indicating a possible trend worth mentioning (Rajesh, 2023).

Table 14: Post-Hoc Analysis for H₂**Pairwise Comparisons of Age**

Sample 1-Sample 2	Test Statistic	Std. Error	Std. Test Statistic	Sig.	Adj. Sig. ^a
45 years old and high-35-44	12.583	41.970	.300	.764	1.000
45 years old and high-25-34	64.596	29.001	2.227	.026	.156
45 years old and high-24 years old and under	74.673	29.044	2.571	.010	.061
35-44-25-34	52.013	31.642	1.644	.100	.601
35-44-24 years old and under	62.089	31.682	1.960	.050	.300

4.2.1.13. Post-Hoc Analysis for H₃

The Kruskal-Wallis H test, however, is unable to identify which particular groups are different from one another. To determine the exact nature of these differences, post-hoc pairwise comparisons are therefore necessary.

Post-hoc pairwise comparisons with Bonferroni correction were conducted following the significant Kruskal – Wallis result.

According to table 12, a statistically significant difference between employees with 7-10 years of service and those with 1-3 years of service was found in the analysis ($p = 0.038$), suggesting that employees with shorter tenure had a more favorable opinion of the training. The comparison between the 7–10-year group and the group 1 year or less also came close to significance ($p = 0.082$), indicating a possible trend worth mentioning, even if it was not statistically significant at the 0.05 level.

Table 15: Post Hoc Analysis for H₃**Pairwise Comparisons of Service Period**

Sample 1-Sample 2	Test Statistic	Std. Error	Std. Test Statistic	Sig.	Adj. Sig.
7-10 years-10 years and above	-17.786	34.930	-.509	.611	1.000
7-10 years-4-6 years	45.354	24.163	1.877	.061	.605
7-10 years-1-3 years	69.757	24.111	2.893	.004	.038
7-10 years-A year and below	69.931	26.447	2.644	.008	.082
10 years and above-4-6 years	27.568	27.136	1.016	.310	1.000
10 years and above-1-3 years	51.972	27.090	1.918	.055	.551
10 years and above-A year and below	52.145	29.188	1.787	.074	.740
4-6 years-1-3 years	24.403	9.880	2.470	.014	.135
4-6 years-A year and below	24.577	14.687	1.673	.094	.942
1-3 years-A year and below	.174	14.602	.012	.991	1.000

5. DISCUSSION

The results of this study offer important new perspectives on how Azerbaijani hotel food and beverage staff view cross-cultural training and its contribution to improving their capacity for communication and adaptation in multicultural workplaces. As personnel and guests' cultural backgrounds become more diverse, the overall findings underscore the importance of perceived training in the hospitality industry. The information gathered significantly advances our knowledge of contemporary training methods and their alleged results, which is important given the significance of successful cross-cultural communication in service quality.

Comparisons with Other Studies

Each study's methodology, scope, and findings provide distinct viewpoints on certain topics while overlapping with others in your research.

Mitovski (2022) investigated the impact of cultural diversity on food and beverage operations in Malta's five-star hotels, highlighting both operational benefits like increased creativity and dynamics, as well as challenges like communication barriers and cultural misunderstandings. While the study stresses the need of culturally diverse management tactics, it takes a mixed-methods approach from a managerial standpoint, as opposed to research that statistically assesses staff views of training in multicultural contexts.

Choi et al. (2017) investigated how cultural factors affect employee behavior, job satisfaction, and service commitment in hotel environments in the United States and China. Their findings highlight the significance of leadership and cultural context in influencing attitudes toward teamwork and communication. Other hospitality research has focused on how demographic characteristics influence employee perceptions of training efficacy within a specific cultural environment.

Udaya et al. (2021) examined how hotel managers in Nepal deal with communication issues brought on by cultural diversity. The study concentrates on leadership communication and

performance orientation from a management perspective, whereas other empirical studies focus on training views among frontline hospitality employees.

Kalargyrou and Costen (2017) performed a theoretical comparison of diversity management studies in the hospitality and other business sectors. They recognized a void in the hospitality literature, notably in studies based on sociological and psychological theory, which was partially filled by empirical research on cross-cultural training in rising tourism markets.

Acquaful et al. (2015) investigated the efficacy of staff training in Ghanaian guesthouses, noting structural issues such as staffing shortages and restricted resources. While both underline the need of training, Acquaful et al. focus on operational limits, whilst other research highlights perceptual disparities in training across employee demographics.

Elkhwesky et al. (2015) investigated diversity management strategies in Egypt's five-star hotels, focusing on ethnicity, gender, and religion. Although training was demonstrated to promote gender diversity practices, implementation was inadequate. This work is consistent with previous research on cross-cultural training, but it contains extra aspects of diversity and empowerment characteristics.

Bakshi et al. (2025) investigated how cross-cultural training affects hotel employees' performance, communication, and visitor satisfaction in India. Their findings show that such training has a significant positive influence on employee confidence and service delivery. While their study evaluates direct performance results, on how training impressions differ based on demographic profiles, providing further insight into customizing training programs to varied hospitality workers.

All of the study's hypotheses were approved, and the results showed statistically significant differences between demographic groups. These findings offer compelling empirical evidence in favor of the notion that cross-cultural training significantly improves employee readiness for a variety of work environments. Age, gender, and duration of service all significantly affect how effective training is viewed, according to the results of the Kruskal-Wallis H and Mann-Whitney U tests. More precisely, higher levels of perceived training were reported by older workers and those with more experience in the hospitality sector. These results imply that while younger or less

experienced staff may benefit from more individualized or gradual training approaches, past experience may improve individuals' perception and comprehension of training content.

These findings not only demonstrate the attitudes of food and beverage employees in Azerbaijani hotels toward cross-cultural training but also support the idea that cultural sensitivity is crucial in the hospitality sector. Service quality is greatly impacted by training that assisted workers in adjusting to cultural differences, as both customers and staff frequently originate from diverse backgrounds. A one-size-fits-all training strategy might not be the best one, as evidenced by the fact that training strategy might not be the best one, as evidenced by the fact that training was seen differently by age groups and experience levels. Rather, hotels ought to think about providing training that is tailored to the requirements and backgrounds of various staff members.

Additionally, this study contributes valuable knowledge to human resource management and hospitality fields. Managing a culturally diverse workforce is growing more difficult as Azerbaijan gains popularity as a travel destination. The findings of this study demonstrate the necessity for training programs that are relevant, useful, and culturally appropriate while also assisting s in better understanding how frontline staff respond to training.

Due to the non-normal data, the study only included one primary variable and only employed non-parametric techniques, yet these approaches were suitable for the objectives of the investigation. The findings are still valuable even if regression or factor analysis are not used. Instead, the study's primary goal was to employ the right statistical methods to comprehend training perspectives. Researchers may go more into this subject in subsequent research, for instance by conducting interviews or monitoring employee behavior over time.

In summary, the study clearly demonstrates that F&B employees in Azerbaijani hotels view cross-cultural training as beneficial. Every hypothesis was approved, and notable variations were discovered according on demographic traits. According to these results, training initiatives ought to play a significant role in the hospitality sector's human resource strategy, particularly in multicultural environments where effective communication and cultural awareness are essential to customer satisfaction.

6. CONCLUSION AND RECOMMENDATIONS

This study investigates the importance of cross-cultural training and staff adaptation tactics in food and beverage departments in Azerbaijani hotels. As globalization continues to have an impact on the hotel sector, effective cultural diversity management has emerged as a critical factor influencing organizational performance, employee happiness, and guest experience. The central aim of the study is to evaluate the effectiveness of current training approaches and identify the ways in which culturally diverse hotel staff adapt to workplace demands.

The quantitative study results show that employees generally assess present training techniques as reasonably successful, but there is still a significant in addressing cultural competency and communication skills. Demographic characteristics such as gender, age, and length of service were discovered to impact judgments of training adequacy and adaptability in multicultural work situations.

6.1. Interpretation of Results

A well-known indicator of internal consistency, Cronbach's Alpha (α), was used to evaluate the scale's reliability. The elements measuring a common underlying concept if the alpha value is higher. Cronbach's Alpha supports the internal coherence of the items, which justifies the use of the composite score (mean) in additional statistical analyses like, Mann-Whitney U, Kruskal-Wallis H, and correlation, even though it does not validate the validity of the scale.

Given that the current study explores perceptions on cross-cultural training, adaptation, and workplace communication, ensuring that the scale items function cohesively is essential for producing meaningful and generalizable results.

6.1.1. Hypotheses Results

Table 16: Hypotheses Results

Hypothesis	Statistical Test	Null Hypothesis	Result
H₁ : Gender and Perceived Training	Mann-Whitney U	There is no significant difference in the perceived training among employees based on gender.	Rejected
H₂ : Age Group and Perceived Training	Kruskal-Wallis	There is no significant difference in the perceived training among employees based on age groups.	Rejected
H₃ : Length of Service and Perceived Training	Kruskal-Wallis	There is no significant difference in the perceived training among employees based on the length of service.	Rejected

This table shows the results of hypothesis testing to determine the impact of demographic variables (gender, age groups, length of service) on perceived training among food and beverage department employees in hotels in Azerbaijan.

The Mann-Whitney U test was used to test H₁, which examined the correlation between gender and perceived training. The null hypothesis, stating that gender has no significant impact on perceived training based on gender was rejected. This indicates that gender has a statistically significant impact on employees' perceived training.

H₂ used the Kruskal-Wallis H test to determine how perceived training differed by the age groups. The null hypothesis, which proposed no significant impact of age groups on perceived

training, was likewise rejected, implying that employees of different age groups perceive training effectiveness differently.

H₃ used the Kruskal-Wallis H test to determine how length of service affects perceived training. The associated null hypothesis, which stated that duration of service had no significant influence on perceived training, was rejected. This implies that an employee's tenure in the organization influences perceived training.

Overall, all three null hypotheses were rejected, demonstrating that demographic variables had statistically significant effects on workers' impressions of training. These findings emphasize the significance of adapting training program to reflect demographic diversity in the workforce.

6.1.2. General Employee Perceptions of Training Effectiveness

The descriptive statistics presented reveal a clear consensus among respondents regarding the effectiveness of the training programs provided in their hotels. Nearly all training-related items yielded high mean scores, with values predominantly exceeding 4.4 on a 5-point Likert scale. This trend indicates a strong overall satisfaction with the content and delivery of training, as perceived by employees working in the food and beverage departments of Azerbaijani hotels.

The item "Adequate training is provided in our company" had a mean of 4.64 (SD = .692), suggesting that employees generally perceive their training as sufficient and well-structured. This aligns closely with the second item, "The training I received allows me to communicate better with guests," which recorded the highest mean value (M = 4.67, SD = .662). The consistency of high scores across items measuring communication, adaptability, and professionalism suggests that the training is not only adequate in quantity but is also effective in developing critical soft skills.

Another notable item was "It is easier for an educated employee to adapt to changing working conditions," with a mean of 4.48 (SD = .701). This reflects a recognition among staff of the value of training in preparing them for operational flexibility—an increasingly vital requirement in the dynamic hospitality industry. These perceptions support the idea that training contributes both to skill enhancement and psychological readiness for workplace change. Similarly, Miao et al., (2021) highlighted that well-designed training enhances not only technical proficiency but also employees' emotional intelligence and communicative competence—attributes essential for guest

interaction. Thus, the high mean scores observed in this study serve as quantitative evidence of training satisfaction and its functional relevance in the hospitality sector.

6.2. Implications for Practice

The observations of the current study are instructive and based on scientific evidence of how to enhance training efficiency and employee enhancement and improve the quality of services overall in food and beverages of a hotel. Numerous feasible recommendations can be made on the basis of statistically significant results of the outcomes in communication, adaptability, and employee performance rates.

6.2.1. Targeted Training Development

To maximize the impact of training programs, hotel management should prioritize content areas that yielded statistically significant results in this study. Specifically, modules focusing on guest communication, clarity in task performance, and adaptability to change should be central pillars of training curricula.

Training design should also incorporate modular differentiation based on service period. For instance, new employees - typically within the 1-4-year range - may benefit more from basic communication and task orientation modules that focus on core responsibilities and service standards. In contrast, veteran staff (10+ years) have demonstrated through the Kruskal-Wallis H test results a deeper appreciation for training's value, especially in guest interactions. Thus, they should receive advanced or reflective modules tailored toward leadership communication, complex service scenarios, or mentoring techniques.

Importantly, training initiatives must be inclusive and gender neutral. Although the sample was male-dominated, the statistical analysis (H_1) showed no significant gender-based differences in perceived training effectiveness. This finding supports the current neutrality in training content and suggests that consistency across genders can be maintained by continuing to design programs that cater equally to all employees, regardless of gender identity.

6.2.2. Enhancing Service Quality

One of the most practical and impactful implications of this research lies in leveraging training to directly enhance service quality within hotel food and beverage departments. The analysis clearly

indicates that employees perceive a strong link between the training they receive and their ability to deliver high-quality service, particularly through communication and professionalism.

Training modules should align with measurable outcomes such as guest satisfaction scores, service speed, complaint resolution efficiency, and repeat guest rates. Incorporating real-case scenarios, simulations, and role-playing based on daily guest interactions will ensure that training remains relevant and practical. This allows for immediate application of skills and clearer evaluation of training success.

Special emphasis should be placed on communication and language-focused modules, which emerged as particularly strong areas in the dataset. Such observations can be found related to the questions Q2 (The training I received gives me the chance to communicate better with the guests) and Q9 (Learning a second language gives me the possibility to communicate better with the foreign guests) which had high mean values, which proves that the employees regarded these aspects as the core to successful service operation. In this regard, continued spending on language classes and intercultural communication seminars will prove to be essential to the hotels which are seeking international markets.

Also, professional posture and presentation skills before the guest should be supported by training as body posture as well as intonation and service behavior. Such soft skills largely determine the experiences of the guest and must be in both entry-level and higher training.

Finally, it is in the strategic training-based performance of the service quality that employee development will result not only in increased efficiency within the organization but also in perfect customer service and guest loyalty that would establish the competitive standing of the hotel.

Furthermore, these factors resonate with the SERVQUAL model, particularly the dimensions of responsiveness, assurance, and empathy. By grouping items related to guest-facing behavior and personal adaptability, the factors confirm that service quality is multi-dimensional, and employee training influences both tangible service delivery and the emotional impressions left on guests.

The demographic characteristics of the respondents to the surveys shows that the hospitality industry in Azerbaijan consists of the youth (46.3 percent less than 24 years old) and males (78.9 percent) mostly. These statistics imply a dynamic and not very experienced population of workers. This can be said to have both opportunities and challenges as far as training is concerned.

The youthfulness of the labor force predetermines a high level of digital applicability and readiness to new learning opportunities. Thus, the most appropriate training solutions that can be scalable and flexible include mobile learning platforms, e-learning, and gamified micro-trainings, which, on the one hand, appeal to younger learners and contribute to their engagement, on the other hand, are scalable and can be adjusted according to the current forecasts. In parallel, peer-to-peer approaches like group learning or shadowing programs can create involvement and group connection, particularly when mixed with technology.

It is very promising that Hypothesis 3 showed no differences in training perceptions based on gender, which is especially encouraging considering that male is overrepresented among the staff. This highlights the fair treatment on training content between the genders, providing confidence that the inclusion patterns of program structure will work and may be sustained or improved.

6.2.3. Cultural Sensitivities and Learning

Efficiency of training programs in the hospitality sector does not happen in a vacuum; it is highly influenced by cultural, linguistic and generational aspects of the workforce. In this part, the implications of this study and the juxtaposition of findings against the salient cultural factors of the Azerbaijani context are discussed, and the findings are presented as to how training design and delivery needs to be adjusted to the local conditions to be influential in the long run.

Training programs within Azerbaijan's hotel sector must be developed with a deep understanding of the country's cultural values notably respect, politeness, and collectivism. In guest service roles, these cultural traits are not only social norms but also operational expectations. Therefore, cross-cultural training modules must balance global service standards with local behavioral codes.

An additional consideration involves the language of training delivery. While English is a functional requirement for interacting with international guests, many employees—particularly junior or operational-level staff—may have limited English proficiency. Given the high survey scores related to language training (e.g., Q9 and Q10) and the bilingual setting of the questionnaire, the continued use of both Azerbaijani and English in training content is essential. Doing so increases accessibility, reinforces comprehension, and demonstrates respect for employees' linguistic identities.

Furthermore, content on intercultural communication and nonverbal cues should be framed within the Azerbaijani service ethos, so that employees are not merely memorizing global standards, but are also learning to adapt them authentically within their own cultural context.

6.3. Practical Recommendations

The results of this study underscore the central role of training in enhancing employee performance in cross-communication, flexibility and versatility in execution of jobs. In the case of the hotel management, especially in the Azerbaijani hospitality industry, important practices to implement as a result of these findings cannot be left out in the quest to attain operational superiority and consequent quality of services. Important suggestions arise because of the analysis.

Cultural values prevalent in Azerbaijan, particularly respect for seniority and collectivism, are strongly reflected in how training is delivered and received. Older employees, in particular, may be hesitant and skeptical of formal training programs due to traditional attitudes. As a result, the learning styles of people of various ages should be addressed in order to avoid unfavorable scenarios such as nutritional deficits or feelings of isolation.

Survey responses such as Q11 (“Feedback is given after training”) and Q14 (“Evaluation results are communicated timely”) emphasize the importance of post-training communication. Management should foster a culture of two-way feedback, ensuring that employees are not only evaluated but also given opportunities to express their views on training effectiveness. The presence of experienced staff is a key asset. Based on the study’s findings that longer-tenured employees report greater training value, management can formalize mentorship initiatives where seasoned employees mentor newer colleagues. This structure facilitates knowledge transfer, reinforces a culture of continuous learning, and strengthens team cohesion. Mentorship also provides an avenue for experienced staff to feel recognized and involved in shaping organizational culture. Creating open channels, such as anonymous feedback forms, debriefing sessions, or digital feedback apps encourages participation, improves future program design, and increases employee ownership of learning.

6.4. Future Research Directions

While the current study contributes valuable insights into the relationship between training effectiveness and employee performance in Azerbaijan’s hotel food and beverage departments,

several areas remain open for further exploration. Future research should seek to build on these findings by expanding methodological scope, demographic reach, and topical depth.

Longitudinal Research

A critical next step is to implement longitudinal studies that track employees over time. Unlike the current cross-sectional approach, this would allow researchers to evaluate how training outcomes particularly in communication and adaptability evolve and are retained over months or years. Longitudinal insights would also help establish causality and inform the best practices for reinforcement training.

Qualitative Studies for Deeper Insight

Future research should incorporate qualitative methods, such as in-depth interviews or focus groups, to capture the experiential dimensions of training. These approaches can reveal emotional responses, cultural subtleties, and interpersonal dynamics that are often obscured in scaled questionnaire formats. Exploring how training is perceived differently across roles (e.g., waitstaff vs. supervisors) would be particularly valuable.

Broader Demographic and Regional Inclusion

Given the demographic skew in this study (predominantly young and male participants), subsequent research should strive for gender-balanced, age-diverse samples, potentially drawing from a wider range of hotels across urban and rural regions of Azerbaijan. Such representation would enable more generalizable conclusions and highlight context-specific needs in varying hospitality environments.

Technology-Based Training Assessment

Finally, future studies should explore the effectiveness of technology-enhanced training platforms, including e-learning modules, mobile apps, and AI-driven simulations. These innovations may prove particularly useful in delivering flexible, cost-efficient, and adaptive training for culturally diverse teams, especially in a digitalizing hospitality landscape.

6.5. Final Conclusion

This paper has concluded that well-organized and inclusive training that is culturally sensitive contributes significantly towards improved communication, flexibility, and work performance of employees in Azerbaijani hotels. Preceded by strong statistical array and guided by appropriate theoretical frameworks, the results reiterate that training employees is not a bayonet procedure, but a tool of designing service excellence.

In this way, the analysis confirmed the connection between well-designed training and enhanced results, not only along with the tenure, age, and roles, but also the necessity of designated assistance, especially concerning the older and less experienced employees. Cultural alignment, bilingual delivery and reflective practice were also some of the values cited by the study on training relevance and impact.

In future, continuous learning and professional growth will be embraced by the hospitality industry as a foundation of competitiveness. Training within a culturally dynamic state such as Azerbaijan has to have a conducive change to reflect both the operational needs as well as the cultural expectations of the employees and the guests. Investment in people in terms of careful training design is one of the major ingredients in service innovation and hospitality leadership.

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APPENDICES

Appendix A: Survey Questionnaire

1. Gender / Cinsiyyətiniz?

- Male / Kişi
 - Female / Qadın
-

2. Age / Yaşınız

- 24 years old and under / 24 yaş və altı
- 25–34
- 35–44
- 45 years old and higher / 45 yaş və üstü

3. Your service period / Xidmət müddətiniz?

- A year and below
- 1-3 years
- 4-6 years
- 7-10 years
- 10 years and above

4. Adequate training is provided in our company.

Şirkətinizdə adekvat təlimlər verilir.

- 1 – Totally disagree / Tamamilə razı deyiləm
- 2 – Disagree / Razı deyiləm

- 3 – Neutral / Nə razıyam, nə də razı deyiləm
 - 4 – Agree / Razıyam
 - 5 – Totally agree / Tamamilə razıyam
-

5. The training I received allows me to communicate better with guests.

Aldığım təlim qonaqlarla daha yaxşı ünsiyyət qurmağa imkan verir.

- 1 – Totally disagree / Tamamilə razı deyiləm
 - 2 – Disagree / Razı deyiləm
 - 3 – Neutral / Nə razıyam, nə də razı deyiləm
 - 4 – Agree / Razıyam
 - 5 – Totally agree / Tamamilə razıyam
-

6. The training I received enables me to communicate well with other workers.

Aldığım təlim mənə digər işçilərlə yaxşı ünsiyyət qurmağa imkan verir.

- 1 – Totally disagree / Tamamilə razı deyiləm
 - 2 – Disagree / Razı deyiləm
 - 3 – Neutral / Nə razıyam, nə də razı deyiləm
 - 4 – Agree / Razıyam
 - 5 – Totally agree / Tamamilə razıyam
-

7. The training I received provides me with guidance in terms of address and behavior in my relationships with my superiors.

Aldığım təlim rəhbərlərimlə münasibətlərimdə ünvan və davranış baxımından mənə rəhbərlik edir.

- 1 – Totally disagree / Tamamilə razı deyiləm
- 2 – Disagree / Razı deyiləm
- 3 – Neutral / Nə razıyam, nə də razı deyiləm
- 4 – Agree / Razıyam
- 5 – Totally agree / Tamamilə razıyam

8. The training received by the employee enables him/her to easily perform his/her duties. / İşçinin aldığı təlim ona öz vəzifələrini asanlıqla yerinə yetirməyə imkan verir.

- 1 – Totally disagree / Tamamilə razı deyiləm
- 2 – Disagree / Razı deyiləm
- 3 – Neutral / Nə razıyam, nə də razı deyiləm
- 4 – Agree / Razıyam
- 5 – Totally agree / Tamamilə razıyam

9. The training received by the employee ensures that he/she displays a professional image and stance. / İşçinin aldığı təlim onun peşəkar imic və duruş nümayiş etdirməsini təmin edir.

- 1 – Totally disagree / Tamamilə razı deyiləm
- 2 – Disagree / Razı deyiləm
- 3 – Neutral / Nə razıyam, nə də razı deyiləm
- 4 – Agree / Razıyam
- 5 – Totally agree / Tamamilə razıyam

10. The training an employee receives allows them to develop innovative ways in their work life. / İşçinin aldığı təlim ona iş həyatında innovativ yollar inkişaf etdirməyə imkan verir.

- 1 – Totally disagree / Tamamilə razı deyiləm
- 2 – Disagree / Razı deyiləm
- 3 – Neutral / Nə razıyam, nə də razı deyiləm
- 4 – Agree / Razıyam
- 5 – Totally agree / Tamamilə razıyam

11. It is easier for an educated employee to adapt to changing working conditions. / Təhsilli işçinin dəyişən iş şəraitinə uyğunlaşması daha asandır.

- 1 – Totally disagree / Tamamilə razı deyiləm
- 2 – Disagree / Razı deyiləm

- 3 – Neutral / Nə razıyam, nə də razı deyiləm
- 4 – Agree / Razıyam
- 5 – Totally agree / Tamamilə razıyam

12. The training received by the employee enables him/her to easily perform his/her duties.

/ İşçinin aldığı təlim ona öz vəzifələrini asanlıqla yerinə yetirməyə imkan verir.

- 1 – Totally disagree / Tamamilə razı deyiləm
- 2 – Disagree / Razı deyiləm
- 3 – Neutral / Nə razıyam, nə də razı deyiləm
- 4 – Agree / Razıyam
- 5 – Totally agree / Tamamilə razıyam

13. The training received by the employee ensures that he/she displays a professional image and stance.

/ İşçinin aldığı təlim onun peşəkar imic və duruş nümayiş etdirməsini təmin edir.

- 1 – Totally disagree / Tamamilə razı deyiləm
- 2 – Disagree / Razı deyiləm
- 3 – Neutral / Nə razıyam, nə də razı deyiləm
- 4 – Agree / Razıyam
- 5 – Totally agree / Tamamilə razıyam

14. The training received by the employee prevents him/her from having problems with foreign languages.

/ İşçinin aldığı təlim onun xarici dillərdə problem yaşamasının qarşısını alır.

- 1 – Totally disagree / Tamamilə razı deyiləm
- 2 – Disagree / Razı deyiləm
- 3 – Neutral / Nə razıyam, nə də razı deyiləm
- 4 – Agree / Razıyam
- 5 – Totally agree / Tamamilə razıyam

15. The ability of employees to freely express their opinions to their managers has a positive impact on productivity.

/ İşçilərin öz fikirlərini rəhbərlərinə sərbəst ifadə edə bilmələri məhsuldarlığa müsbət təsir göstərir.

- 1 – Totally disagree / Tamamilə razı deyiləm
- 2 – Disagree / Razı deyiləm
- 3 – Neutral / Nə razıyam, nə də razı deyiləm

- 4 – Agree / Razıyam
- 5 – Totally agree / Tamamilə razıyam

16. The trainings I attend increase my commitment to the company, my self-confidence and reduce my stress towards work compared to before the training. / İştirak etdiyim təlimlər təlimdən əvvəlki ilə müqayisədə şirkətə bağlılığımı, özümə inamımı artırır və işə qarşı stressimi azaldır.

- 1 – Totally disagree / Tamamilə razı deyiləm
- 2 – Disagree / Razı deyiləm
- 3 – Neutral / Nə razıyam, nə də razı deyiləm
- 4 – Agree / Razıyam
- 5 – Totally agree / Tamamilə razıyam

17. Evaluation results are communicated to training participants in a timely and constructive manner. The notification of results makes the training meaningful. / Qiymətləndirmənin nəticələri vaxtında və konstruktiv şəkildə təlim iştirakçılara çatdırılır. Nəticələrin bildirilməsi təlimi mənalı edir.

- 1 – Totally disagree / Tamamilə razı deyiləm
- 2 – Disagree / Razı deyiləm
- 3 – Neutral / Nə razıyam, nə də razı deyiləm
- 4 – Agree / Razıyam
- 5 – Totally agree / Tamamilə razıyam

18. Identifying and focusing on critical factors that affect productivity increases productivity. / Məhsuldarlığa təsir edən kritik amillərin müəyyən edilməsi və onlara diqqətin yönəldilməsi məhsuldarlığı artırır.

- 1 – Totally disagree / Tamamilə razı deyiləm
- 2 – Disagree / Razı deyiləm
- 3 – Neutral / Nə razıyam, nə də razı deyiləm
- 4 – Agree / Razıyam
- 5 – Totally agree / Tamamilə razıyam

19. The training received by the employee ensures that he/she provides stable service quality.

/ İşçinin aldığı təlim onun sabit xidmət keyfiyyətini təmin etməsini təmin edir.

- 1 – Totally disagree / Tamamilə razı deyiləm
- 2 – Disagree / Razı deyiləm
- 3 – Neutral / Nə razıyam, nə də razı deyiləm
- 4 – Agree / Razıyam
- 5 – Totally agree / Tamamilə razıyam

20. The training received by the employee makes it easier for him/her to use hotel-related computer programs. / İşçinin aldığı təlim otellə bağlı kompüter proqramlarından istifadə etməyi asanlaşdırır.

- 1 – Totally disagree / Tamamilə razı deyiləm
- 2 – Disagree / Razı deyiləm
- 3 – Neutral / Nə razıyam, nə də razı deyiləm
- 4 – Agree / Razıyam
- 5 – Totally agree / Tamamilə razıyam

21. The training that employees receive ensures that they are aware of guest problems and can identify them. / İşçilərin aldıkları təlim qonaqların problemlərindən xəbərdar olmalarını və onları müəyyən edə bilmələrini təmin edir.

- 1 – Totally disagree / Tamamilə razı deyiləm
- 2 – Disagree / Razı deyiləm
- 3 – Neutral / Nə razıyam, nə də razı deyiləm
- 4 – Agree / Razıyam
- 5 – Totally agree / Tamamilə razıyam

22. Doing work with passion and rewarding achievements financially and morally has a positive impact on productivity. / İş sevvə-sevvə görmək, qazanılan uğurlara görə maddi və mənəvi mükafatlandırmaq məhsuldarlığa müsbət təsir göstərir.

- 1 – Totally disagree / Tamamilə razı deyiləm
- 2 – Disagree / Razı deyiləm
- 3 – Neutral / Nə razıyam, nə də razı deyiləm

- 4 – Agree / Raziya
- 5 – Totally agree / Tamamile raziya



APPENDIX 1: Descriptive Statistics

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Adequate training is provided in our company.	242	1	5	4.64	.692
The training I received allows me to communicate better with guests.	242	2	5	4.67	.662
The training I received enables me to communicate well with other workers.	242	2	5	4.61	.636
The training I received provides me with guidance in terms of address and behavior in my relationships with my superiors.	242	2	5	4.60	.712
The training an employee receives allows them to develop innovative ways in their work life.	242	2	5	4.56	.698
It is easier for an educated employee to adapt to changing working conditions.	242	2	5	4.50	.741
The training received by the employee enables him/her to easily perform his/her duties.	242	2	5	4.48	.701

The training received by the employee ensures that he/she displays a professional image and stance.	242	2	5	4.48	.741
The training received by the employee prevents him/her from having problems with foreign languages.	242	1	5	4.47	.763
The ability of employees to freely express their opinions to their managers has a positive impact on productivity.	242	2	5	4.44	.761
The trainings I attend increases my commitment to the company, my self-confidence and reduces my stress towards work compared to before the training.	242	1	5	4.44	.788
Evaluation results are communicated to training participants in a timely and constructive manner. The notification of results makes the training meaningful. /	242	1	5	4.43	.793
Identifying and focusing on critical factors that affect productivity increases productivity.	242	2	5	4.44	.788
The training received by the employee ensures that he/she provides stable service quality.	242	2	5	4.45	.773

The training received by the employee makes it easier for him/her to use hotel-related computer programs.	242	1	5	4.47	.774
The training that employees receive ensures that they are aware of guest problems and can identify them.	242	1	5	4.48	.747
Doing work with passion and rewarding achievements financially and morally has a positive impact on productivity.	242	1	5	4.48	.769
Valid N (listwise)	242				

APPENDIX 2: Frequency Distributions and Arithmetic Distances

Survey Items	Mean	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Adequate training is provided in our company.	4.64	1	4	12	46	179
The training I received allows me to communicate better with guests.	4.67	0	4	14	40	184
The training I received enables me to communicate well with other workers.	4.61	0	4	8	66	164
The training I received provides me with guidance in terms of address and behavior in my relationships with my superiors.	4.6	0	6	14	51	171
The training an employee receives allows them to develop innovative ways in their work life.	4.56	0	4	17	60	161
It is easier for an educated employee to adapt to changing working conditions.	4.5	0	6	18	66	152

The training received by the employee enables him/her to easily perform his/her duties.	4.48	0	4	17	81	140
The training received by the employee ensures that he/she displays a professional image and stance.	4.48	0	7	15	75	145
The training received by the employee prevents him/her from having problems with foreign languages.	4.47	1	5	19	71	146
The ability of employees to freely express their opinions to their managers has a positive impact on productivity.	4.44	0	6	22	73	141
The trainings I attend increase my commitment to the company, my self-confidence and reduce my stress towards work compared to before the training.	4.44	1	5	24	69	143
Evaluation results are communicated	4.43	1	6	22	71	142

to training participants in a timely and constructive manner. The notification of results makes the training meaningful.						
Identifying and focusing on critical factors that affect productivity increases productivity.	4.44	0	8	21	70	143
The training received by the employee ensures that he/she provides stable service quality.	4.45	0	7	21	70	144
The training received by the employee makes it easier for him/her to use hotel-related computer programs.	4.47	1	5	21	68	147
The training that employees receive ensures that they are aware of guest problems and can identify them.	4.48	1	5	16	74	146
Doing work with passion and rewarding achievements financially and	4.48	1	5	20	67	149

morally has a positive impact on productivity.						
Total	4.51					



APPENDIX 3: Results of Normality Test

Question	Kolmogorov–Smirnov	Shapiro–Wilk	p-value
Q1 (Adequate Training)	.436	.570	< .001
Q2 (Communication with Guests)	.452	.556	< .001
Q3 (Communication with Workers)	.407	.627	< .001
Q4 (Relationship with Superiors)	.420	.609	< .001
Q5 (Developing Innovative Ways)	.400	.654	< .001
Q6 (Changing Working Conditions)	.376	.681	< .001
Q7 (Performing Duties)	.352	.713	< .001
Q8 (Professional Image and Stance)	.358	.694	< .001
Q9 (Problems with Foreign Languages)	.359	.697	< .001
Q10 (Expressing Opinions Freely)	.351	.717	< .001
Q11 (Stress Relief)	.353	.713	< .001
Q12 (Affective Trainings)	.349	.713	< .001
Q13 (Affects to Productivity)	.353	.709	< .001

Q14 (Stable Service Quality)	.357	.707	< .001
Q15 (Hotel-related Programs Awareness)	.362	.698	< .001
Q16 (Awareness of Guest Problems)	.359	.691	< .001
Q17 (Work with Passion)	.367	.691	< .001



RESUME

Aykhan ARAS

He was born on September 11, 2002, in Baku. He completed his primary and secondary education at 'Zekalar' No.287 lyceum. He continued his high school education at Azerbaijan Tourism and Management University and finished 2nd diploma program called 'IMC Krems University of Applied Sciences' and completed his internship as a waiter in 'Four Seasons Baku' and 'Voyage Belek Golf and Spa'. He graduated from the specialty 'Tourism and Hotel Business' and 'Tourism and Leisure Management'. During his undergraduate studies, he completed some courses (It Helpdesk, Microsoft Excel, Professional Communication, Galileo). He began his master's degree in 'Business Administration' at Beykoz University in 2023. In this duration, in addition, I also worked as a 'Front Desk Receptionist' at the Longstay Hotel in Taksim.