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**ISTRAŽIVANJE O INTERKULTURALNIM KOMPETENCIJAMA
TURISTIČKIH VODIČA U VELIKOJ BRITANJI**

**AN INVESTIGATION OF THE INTERCULTURAL
COMPETENCE OF TOUR GUIDES IN GREAT BRITAIN**

SAŽETAK: Ovaj rad istražuje važnost interkulturalne kompetencije turističkih vodiča u Velikoj Britaniji na način kako ih doživljavaju turisti iz Kine; rad također procjenjuje koliko kvalitetno turistički vodiči obavljaju svoj posao. Šangaj, Peking i Gvangžu su zemljopisno glavni emitivni centri kineskih turista; istraživanje putem anketnih upitnika u međunarodnim zračnim lukama spomenuta tri grada rezultiralo je sa 462 uporabljiva upitnika. Zaključak daje uvid u obuku koja je potrebna turističkim vodičima te daje preporuke za moguće poboljšanje turističkih iskustava rastućeg broja kineskih turista na organiziranim turističkim turama.

KLJUČNE RIJEČI: turistički vodiči, interkulturalna kompetencija, kineski turisti, analiza važnosti i performanse.

SUMMARY: The paper explores the importance of the intercultural competence of tour guides in Great Britain, as perceived by tourists from Mainland China; it also assesses the quality of the tour guides' performance when performing their duties. Shanghai, Beijing and Guangzhou are the primary geographic sources of Chinese outbound tourists; a questionnaire survey at the international airports in these three cities produced 462 usable questionnaires. The conclusion provides insights into the training that is needed by tour guides, and also into potential improvements to the experiences of the growing numbers of tourists from Mainland China when participating in guided tours.

KEY WORDS: tour guides, intercultural competence, Chinese outbound tourists, importance-performance analysis

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UVOD

Tijekom sljedećih nekoliko godina s rastom kineskog gospodarstva za očekivati je i stalan trend rasta kineskog emitivnog tržišta i po veličini i po značenju. Da bi se olakšala organizacija turističkih aranžmana za turiste iz Kine, kineska je vlada uvela sustav provjere mogućih destinacija: one koje zadovolje kriterije dobivaju Status odobrene destinacije (SOD). U zemljama koje imaju SOD postoji ogroman potencijal da kinesko tržište generira devizni priljev i otvori radna mjesta u turističkoj industriji. *Ukinbound* procjenjuje da bi do 2007., ukoliko Velika Britanija privuče barem 1% kineskog tržišta, britansko gospodarstvo moglo generirati približno £ 1.1 milijardi te stvoriti oko 25 000 novih radnih mjesta (Breaking Travel News, 2005). Međutim, Velika Britanija i ostale zemlje koje imaju SOD suočit će se s vrlo jakom konkurencijom u osvajanju glavnog udjela s rastućeg kineskog tržišta.

Zbog jezičnih poteškoća, mnogi turisti iz Kine jako ovise o svojim turističkim vodičima i stoga će konkurentnost na kineskom tržištu u određenoj mjeri biti determinirana kvalitetom iskustva s kojom se ti turisti suočavaju u zemljama domaćinima. Zato je kvaliteta rada turističkog vodiča vrlo važan čimbenik o kojem ovisi ostvarivanje koristi s ovog rastućeg tržišta za zemlju domaćina.

Nekoliko studija (Wong i Ap, 1999; Noam, 1999; Jack i Phipps, 2005) smatra da turistički vodiči imaju izravnu ulogu u posredovanju kulturne razmjene između posjetitelja i zemlje domaćina kao i u poboljšanju kvalitete iskustva samih turista. Pregled literature sugerira da uspjeh turističkog vodiča u posredovanju kultura u velikoj mjeri ovisi o dimenziji kognitivnih, afektivnih i biheviorističkih čimbenika.

Ovaj rad pokušava istražiti kako turisti iz Kine doživljavaju rad turističkih vodiča i koliku važnost pridaju njihovoj interkultu-

INTRODUCTION

Over the next few years as the Chinese economy grows, a consistent upward trend in the size and significance of the Chinese outbound market can be expected. To facilitate easier travel arrangements for tourists from Mainland China the Chinese government introduced a vetting system for potential destinations: those that meet with approval are awarded Approved Destination Status (ADS). In countries with ADS there is an enormous potential for the Chinese market to generate export earnings and create jobs in the tourism industry. By the year 2007 *Ukinbound* estimates that if the UK can attract just 1% of this market it could generate approximately £1.1 billion in earnings for the UK economy and create around 25,000 jobs (Breaking Travel News, 2005). However, Great Britain and other countries with ADS will face stiff competition in securing a growing share of the emerging Chinese market.

Because of language difficulties, many Chinese tourists have a high dependency upon their tour guide, therefore the outcome of the competition for this burgeoning market will, to some extent be determined by the quality of the experiences that Chinese tourists encounter in the host countries. Thus the performance of the tour guide is a very important factor as to which countries will benefit from this growing market.

Several studies (Wong and Ap, 1999; Noam, 1999; Jack and Phipps, 2005) have suggested that tour guides play a direct role in mediating the cultural exchanges between visitors and host cultures, and ultimately in enhancing the tourists' experiences. A literature review suggests that the success of a tour guide's cultural mediation depends largely on the dimensions of cognitive, affective and behavioural factors.

ralnoj kompetenciji u Velikoj Britaniji. Interkulturalna kompetencija je važno pitanje za zemlje poput Velike Britanije, koje imaju SOD od kineske vlade, ali je to važno i za zemlje koje žele dobiti SOD. WTO (1997) vjeruje da će kinesko emitivno tržište u budućnosti pokretati svjetski turizam i gospodarstvo u cjelini. Stoga bi ovaj rad o interkulturalnoj kompetenciji turističkih vodiča mogao biti važan za poboljšanje i osiguravanje usluga u skladu s potrebama ovog potencijalno važnog tržišta.

PREGLED LITERATURE

Istraživanje o turističkim vodičima

Prema Svjetskoj federaciji udruženja turističkih vodiča (2006) turistički vodič je osoba koja vodi posjetitelje na jeziku po njihovom izboru te im predstavlja kulturnu i prirodnu baštinu određenog područja. Turistički vodič obično ima specifičnu kvalifikaciju za područje na kojem pruža usluge, koju obično izdaje i/ili priznaje ovlašteno tijelo. Schmidt (1979) spominje da turist ne promatra samo lokalna mjesta iz autobusa, nego ih također doživljava i kroz komentar turističkih vodiča. Zhang i Chow (2004) sugeriraju da su turistički vodiči odgovorni za zadovoljstvo turista uslugama pruženim u destinaciji. Rad turističkog vodiča može utjecati na povratak starih i dolazak novih turista, ali i utjecati na imidž njihovih organizatora putovanja kao i samih destinacija (Mossberg, 1995).

Različiti istraživači koriste različite izraze za pojam turističkog vodiča, na primjer "turistički vodič", "lokalni vodič" ili "koordinatore ture". Neki istraživači identificiraju uloge koje imaju turistički vodiči; Zhang i Chew (2004) daju detaljnu listu ovih istraživača (vidi Tablicu 1 za detalje).

This paper attempts to explore how tourists from Mainland China perceive the performance and importance of the intercultural competence of tour guides in Great Britain. Intercultural competence is an important issue for countries such as Great Britain that have received ADS from the Chinese government, but such competence is also important for countries seeking ADS. It is believed by the WTO (1997) that the Mainland Chinese outbound market will drive the world tourism industry and economy in the future. Thus, this study of tour guides' intercultural competence may be important for improving and providing tailor-made services for this potentially important market.

LITERATURE REVIEW

Research on tour guides

According to the World Federation of Tourist Guides Association (2006), a tour guide is a person who guides visitors in the language of their choice and interprets the cultural and natural heritage of an area. A tour guide normally possesses an area-specific qualification, usually issued and/or recognised by the appropriate authority. Schmidt (1979) mentions that a tourist not only views the local sights from a coach, but also interprets the sights through the tour guides commentary. Zhang and Chow (2004) suggest that tour guides are responsible for tourists' satisfaction with the services provided in destinations. The tour guide's performance can generate repeat and new business, and also affects the image of their tour companies and even the destinations themselves (Mossberg, 1995).

Different researchers use different terms to define a tour guide, for example 'tourist guide', 'local guide' or 'tour co-ordinator'. Some researchers identify the roles played by tour guides; Zhang and Chow (2004) provide a detailed list of these researches (see Table 1 for details).

*Tablica 1: Objavljeni radovi o ulozi turističkih vodiča**Table 1: Published studies on roles of tour guide*

Uloga /Roles	Znanstvenici /Researchers	Godina /Year
1 Sudionik/Actor	Holloway	1981
2 Veleposlanik/Ambassador	Holloway	1981
3 Ublaživač/Buffer	Schmidt	1979
	Pearce	1982
4 Vodi brigu/Caretaker	Fine and Speer	1985
5 Katalizator/Catalyst	Holloway	1981
6 Broker u kulturi/Cultural broker	Holloway	1981
	Katz	1985
7 Pružatelj informacija/ Information-giver	Holloway	1981
	Hughes	1991
8 Posrednik/Intermediary	Schmidt	1979
	Ryan and Dewar	1995
9 Prevoditelj/Interpreter/translator	Almagor	1985
	Holloway	1981
	Katz	1985
	Ryan and Dewar	1995
10 Vođa/Leader	Cohen	1985
	Geva and Goldman	1991
11 Posrednik/Mediator	Schmidt	1979
	Holloway	1981
	Cohen	1985
	Katz	1985
12 Organizator/Organiser	Hughes	1991
	Pearce	1982
13 Prodavač/Salesperson	Fine and Speer	1985
	Gronroos	1978
14 Prosvjetitelj/Shaman	Schmidt	1979
15 Učitelj/Teacher	Holloway	1981
	Pearce	1982
	Fine and Speer	1985
	Mancini	2001

Izvor: prilagođeno prema Zhang i Chow (2004)

Source: adapted from Zhang and Chow (2004)

Laws (1995) tvrdi da posjetitelji idu na turističke ture iz različitih razloga, ali prvenstveno u želji za novim i obogaćenim interkulturalnim iskustvom te da bi izbjegli poteškoće komuniciranja u stranoj zemlji. Prethodne studije pozivaju na široki spektar termina kako bi se opisala posrednička

Laws (1995) argues that visitors join guided tours for a variety of reason, central of which are the desire to acquire new and rewarding intercultural experiences, and to avoid interaction difficulties in a foreign land. Previous studies have invoked a range of terms to describe the tour guide's medi-

uloga turističkog vodiča u ispreplitanju različitih kultura (Holloway, 1981; Katz, 1985; Schmidt, 1979; Cohen, 1985). No, Gurung, Simmons i Devlin (1996) tvrde da, unatoč u literaturi ponovljenim sugestijama o mogućem doprinosu vodiča kao posrednika u sučeljavanju kultura u turizmu, postoji malo istraživanja o radu turističkih vodiča kao kulturalnih posrednika.

Komponente interkulturalne kompetencije turističkog vodiča

Swarbrooke (1998) sugerira da uspjeh kulturalnog posredovanja turističkog vodiča uglavnom zavisi o tri čimbenika: znanju turističkog vodiča, njegovom ponašanju i komunikacijskim sposobnostima. Dodd (1998) se slaže sa Swarbrookom i naglašava da ove tri dimenzije (kognitivni, afektivni i bihevioralni čimbenici) također čine konceptualnu pozadinu za velik dio interkulturalnog istraživanja koja su se do danas uglavnom usredotočivala na ljude koji žive u inozemstvu. U interkulturalnom kontekstu turističkog vođenja interkulturalna kompetencija se definira kao opća procjena sposobnosti turističkog vodiča u interkulturalnom komuniciranju i posredovanju, korištenjem gore navedene tri dimenzije (Yu, Weiler i Ham; 2001).

Pregled relevantne interkulturalne literature (Cui i Berg, 1991; Chen i Starosta, 1996; Dodd, 1998; Yu, i drigi, 2001) sugerira da se kognitivna komponenta odnosi na znanje osobe te njezino razumijevanje vlastite kulture i drugih kultura. Stoga razumijevanje kulturalnih različitosti omogućava identifikaciju varijacija u komunikaciji u različitim kulturama. U kontekstu ovog istraživanja, kulturna osviještenost turističkog vodiča definira se kao njegovo razumijevanje i poznavanje britanske kulture i društva, kao i njegova osjetljivost na kulturne razlike između Velike Britanije i Kine.

Nekoliko istraživača (Hammer, 1984; Chen i Starosta, 1996) primjećuje da afek-

ating role in cross-cultural or intercultural settings (Holloway, 1981; Katz, 1985; Schmidt, 1979; Cohen, 1985). However, Gurung, Simmons and Devlin (1996) state that in spite of repeated suggestions in the literature on the potential contribution of guides as mediators of tourism encounters, scant research has been conducted on tour guides' performance as cultural mediators.

Components of a tour guide's intercultural competence

Swarbrooke (1998) suggests that the success of a tour guide's cultural mediation depends largely on three factors: the guide's knowledge, attitudes and interpersonal communication skills. Dodd (1998) agrees with Swarbrooke's suggestion and emphasises that these three dimensions (cognitive, affective and behavioural factors) also form the conceptual backdrop for a great deal of the intercultural research that to date has been largely focused on people living abroad. In the intercultural context of tour guiding, intercultural competence is defined as a general assessment of a tour guide's effectiveness in intercultural communication and mediation, using the three dimensions (Yu, Weiler and Ham, 2001).

A review of the relevant intercultural literature (Cui and Berg, 1991; Chen and Starosta, 1996; Dodd, 1998; Yu, et al., 2001) suggests that the cognitive component refers to an individual's knowledge and understanding of his/her own culture and of others' cultures. Thus the understanding of cultural variability provides ways of identifying how communication differs across cultures. In the context of this research, a tour guide's cultural awareness is defined as their understanding and knowledge of British culture and society, and their awareness of cultural differences between Great Britain and China.

Several researchers (Hammer, 1984; Chen and Starosta, 1996) note that the af-

tivna komponenta omogućava osobi da bude dovoljno osjetljiva tijekom interkulturalnog djelovanja na prihvaćanje i respektiranje kulturnih razlika. Stoga, međukulturalno kompetentan turistički vodič mora biti suosjećajan, objektivan i osjetljiv na potrebe drugih.

Bihevioristička dimenzija korespondira komunikacijskim vještinama i interakciji među osobama. Stoga, komunikacijske vještine turističkog vodiča u Velikoj Britaniji mogu uključivati sposobnost govora i razumijevanja engleskog i kineskog jezika i vještina u interpretiranju specifične kulture. Intrepersonalna vještina turističkih vodiča odnosi se na njihovu sposobnost započinjanja interakcije između turista i domaćina, rješavanja problema, razvijanja odnosa s grupom, iskazivanja poštovanja prema različitim kulturama te sposobnost suočavanja s neočekivanim (Yu i drugi, 2001).

Prema Cui, Berg i Jiang (1997), kognitivne vještine daju osnovne alate za uspješno komuniciranje i međudjelovanje, dok afektivne vještine podupiru vodičevu pozitivnu sklonost prema društvenoj interakciji. S druge strane, kognitivne i afektivne sposobnosti turističkog vodiča trebale bi se očitovati u njegovom vlastitom društvenom djelovanju s kulturom domaćina.

Kina kao emitivna zemlja

Prema Arlt (2006) u posljednja dva desetljeća Kina kao emitivno turističko tržište prošla je kroz tri faze razvoja. Prva faza započela je 1983. sa suzdržanim otvaranjem vrata od strane kineske vlade "obiteljskim posjetima" koje su, tobože, platili ljudi iz receptivne zemlje; to su prvo bila putovanja u Hong Kong i Macao pa zatim u nekoliko zemalja jugoistočne Azije. Ovakva politika omogućila je razvoj skrivenog emitivnog turizma nudeći tako način da se dođe do potrebnih putovnica, strane valute te viza.

ffective component enables an individual to be sensitive enough during intercultural interactions to acknowledge and respect cultural differences. Therefore, an intercultural competent tour guide must be empathetic, non-judgemental and sensitive to others' needs.

The behavioural dimension corresponds to communication skills and interpersonal interaction. Therefore the required communication skills of a tour guide in the UK might include an ability to speak and understand the English language and also the Chinese language, and be skilled in cultural interpretation. The interpersonal skill of tour guides refers to their ability to initiate interaction between tourist and host, to solve problems, to develop rapport with the group, to display respect for different cultures, and to have the ability to cope with the unexpected (Yu, et al., 2001).

According to Cui, Berg and Jiang (1997), cognitive skills provide the necessary tools for effective communication and interaction, while the affective skills underpin a guide's positive orientation towards social interaction. In turn, a guide's cognitive and affective abilities should be exhibited in his or her own social interaction with the host culture.

China outbound tourism

According to Arlt (2006) there are three distinguishable phases in the development of China's outbound tourism over the last two decades. The first phase started in 1983 with the reluctant opening of the gates by the Chinese government to 'family visits' that were ostensibly paid for by people in the receiving country; first to Hong Kong and Macao and later to several Southeast Asian countries. This policy provided the opportunity for the development of clandestine outbound leisure tourism by offering a

Druga faza započela je 1997. službenim priznavanjem postojanja stvarnih turističkih putovanja nasuprot obiteljskim susretima i poslovnim putovanjima. Najprije su SOD sporazumi potpisani s Australijom i Novim Zelandom, a potom su i mnoge druge zemlje dobile taj status. Politika vlade govorila je još uvijek o "skromnom i pažljivo upravljanoj rasti" te povezanosti s brojem posjetitelja u Kinu. U stvarnosti dogodilo se trostruko povećanje putovanja turista u inozemstvo u razdoblju od 1999. do 2004., dok se broj turista u Kinu u istom razdoblju samo udvostručio. Kaotična i uglavnom neregulirana situacija događala se mnogim turističkim grupama za koje su putovanja organizirale agencije bez potrebnih dozvola u obliku "Zero-Dollar" putovanja. Došlo je i do drugih neželjenih posljedica kao što je odliv velike količine novca u kockarnice izvan granica Kine. Temeljeno na promatranju razvoja Kine kao emitivnog turističkog tržišta, Arlt (2006) proglašava 2005. kao godinu početka treće faze razvoja.

Turisti iz Kine su vrlo zanimljiv segment potrošača za ostale zemlje zbog izrazito iskazane želje za kupovinom, naročito poznatih robnih marki (Arlt, 2006). Prema "China Outbound Tourism Research" (2006) koji je rađen u Berlinu, pet posto globalne bescarinske potrošnje odnosi se na potrošnju turista iz Kine. Prema Paul O'Tooleu (2004), izvršnog direktora Tourism Ireland, kinesko tržište postat će izuzetno lukrativno za europske zemlje jer su posjetitelji iz Kine najveći potrošači u usporedbi s ostalim emitivnim zemljama. Prema statistici ukupne potrošnje procjenjuje se da prosječni posjetitelj iz Kine u Europi potroši \$ 5700 po posjetu (O'Toole, 2004).

"Importance-Performance" analiza

Prepoznajući činjenicu da je zadovoljstvo potrošača i funkcija očekivanja povezanih s nekim važnim obilježjima kao i procjena njihove performanse obilježja, Mar-

way to obtain the necessary passports, foreign currency and visas.

The second phase started in 1997 with the official recognition of the existence of outbound leisure tourism, as opposed to family reunions and business trips. Initially, ADS agreements were signed with Australia and New Zealand, many more countries were granted ADS status in the following years. Government policy still talked about 'moderate, carefully managed growth' and close links to the number of inbound tourists. In reality a tripling of the number of outbound travellers occurred between 1999 and 2004, whereas the number of inbound foreign visitors only doubled during the same period. A chaotic and mostly unregulated situation developed with many travel groups organized by unauthorized agencies in the form of Zero-Dollar tours. Other undesirable effects occurred, such as the outflow of large sums of money into casinos beyond the Chinese borders. Based on his observation of the development of China outbound tourism, Arlt (2006) declares the year 2005 as the beginning of the third phase.

Outbound tourists from China are very attractive to other countries because they appear to possess a strong desire to shop, especially for famous brands (Arlt, 2006). According to the Berlin-based China Outbound Tourism Research Project (2006), 5 per cent of all global tax-free spending comes from the pockets of travellers from Mainland China. According to Paul O'Toole (2004), Chief Executive of Tourism Ireland, the China market will be a highly lucrative one for European countries because Chinese visitors are the largest per capita shoppers of any source country. Based on total expenditure statistics, it is estimated that the average Chinese traveller to Europe spends \$5700 per visit (O'Toole, 2004).

tilla i James (1977) uveli su "importance-performance" analizu (IPA) kao tehniku za procjenjivanje elemenata marketinškog programa. Od tada "importance-performance" analizu široko koriste mnogi istraživači u turizmu (npr. Evans & Chon, 1989; Duke i Persia, 1996; Chu i Choi, 2000; Zhang i Chow, 2004) te je postala rašireni alat za upravljanje. Kako bi razjasnili neke konceptualne i metodološke probleme koji su inherentni korištenju "importance-performance" analize, Oh (2000) kritički analizira dotadašnje studije i ponovno podvrgava analizi objavljene podatke kako bi postavio pitanja i dao prijedloge za daljnja istraživanja u turizmu u slučaju primjene "importance-performance" analize.

O'Leary i Deegan (2005) zaključuju da "importance-performance" analiza koristi trostupanjski postupak da bi razvili novu marketinšku strategiju ili unaprijedili postojeću strategiju. Prvo se identificira skup obilježja ili svojstava proizvoda koristeći tehnike kao što su pregled literature, intervjui s fokus grupama itd. Potom se potrošačima postavljaju dva pitanja o svakoj karakteristici: koliko je važna i dobra bila performansa proizvoda ili usluge? Treće, izračunavaju se rezultati važnosti i performanse za svaku karakteristiku. Ove vrijednosti daju x i y koordinate koje se onda stavljaju na dvodimenzionalni grafikon koji se naziva koordinatni sustav analize važnosti i performanse koja ima četiri kvadranta kako je prikazano na Slici 1:

Importance-Performance Analysis

In recognition of the fact that consumer satisfaction is a function of both expectations related to certain important attributes, and also judgements of attribute performance, Martilla and James (1977) introduced the 'importance-performance analysis' (IPA) as a technique for evaluating the elements of a marketing programme. Since then, the IPA has been widely used by many researchers in travel and tourism (eg. Evans & Chon, 1989; Duke and Persia, 1996; Chu and Choi, 2000; Zhang and Chow, 2004) and it has become a popular managerial tool. In order to clarify some conceptual and methodological issues inherent in using IPA, Oh (2000) conducts a critical review of past studies, and re-analyses published data to raise questions and develop suggestions for further hospitality and tourism research when applying IPA.

O'Leary and Deegan (2005) summarise that IPA uses a three-step process either to develop a new marketing strategy, or to evaluate an existing strategy. Firstly, a set of product attributes or features is identified through techniques such as literature review, focus group interviews and so on. Secondly, consumers are asked two questions about each attribute: how important is it, and how well did the product or service perform? Thirdly, the importance and performance scores for each attribute are calculated. These values provide x and y coordinates that are then placed on a two dimensional plot called an IPA grid which includes four quadrants as shown in Figure 1:

Slika 1. Matrica Importance – Performance analize

VAŽNOST	KVADRANT I <i>Usredotočiti se na to</i> Visoka važnost Niska razina izvedbe	KVADRANT II <i>Nastavite s dobrim radom</i> Visoka važnost Visoka razina izvedbe
	KVADRANT III <i>Niska važnost</i> Niska važnost Niska razina izvedbe	KVADRANT IV <i>Moguće pretjerivanje</i> Niska važnost Visoka razina izvedbe
IZVEDBA		

*Izvor: prilagođeno prema Chu i Choi (2000)**Figure 1: Importance – Performance analysis grid*

IMPORTANCE	QUADRANT 1 Concentrate Here High Importance Low Performance	QUADRANT II Keep Up the Good Work High Importance High Performance
	QUADRANT III Low Priority Low Importance Low Performance	QUADRANT IV Possible Overkill Low Importance High Performance
PERFORMANCE		

*Source: adapted from Chu and Choi (2000)***METODOLOGIJA**

U ovoj studiji korišten je anketni upitnik kako bi se utvrdile percepcije turista iz Kine. Mjerene su percepcije prema turističkim vodičima u Velikoj Britaniji kao i važnosti karakteristika interkulturalne sposobnosti vodiča kako ih doživljavaju turisti. Temeljeno na pregledu literature (Yu i drugi, 2001; Cui i drugi, 1997; Swarbrooke, 1998; Dodd, 1998; Hammer, 1984; Chen i

METHODOLOGY

This study adopts a questionnaire survey to measure the perceptions of tourists from Mainland China. The perceptions measured were those towards the tourists' tour guides in Great Britain, and the tourists' perceived importance of a tour guide's intercultural competence attributes. Based on a literature review (Yu, et al., 2001; Cui et al., 1997; Swarbrooke, 1998; Dodd, 1998; Hammer,

Starosta, 1996; Weiler i Ham, 2001) identificirana je lista relevantnih karakteristika interkulturalne sposobnosti turističkih vodiča. Profesionalni savjeti pomogli su preliminarnoj identifikaciji 20 relevantnih karakteristika; nakon preliminarnog testiranja turističkih vodiča i turista, 20 karakteristika je smanjeno na konačnih 16 koje su prilagođene ovom istraživanju.

Upitnik s otvorenim odgovorima koji su ispitanici sami ispunjavali izrađen je i podijeljen u tri dijela. Prvi se dio odnosio na socio-demografske informacije o ispitanicima. Drugi se dio sastojao od 16 izjava o interkulturalnim sposobnostima turističkog vodiča i od ispitanika se tražilo da ocijene percipiranu važnost 16 karakteristika. Treći dio upitnika tražio je da se ocijeni performansa njihovih vodiča u Velikoj Britaniji koristeći istih 16 karakteristika interkulturalnih sposobnosti. Upitnik je pažljivo strukturiran i svaka karakteristika interkulturalne sposobnosti je ocijenjena korištenjem Likertove skale od 5 bodova. Slično se i svaka izjava o performansi iste karakteristike ocjenjivala od "potpuno se ne slažem (1)" do "potpuno se slažem (5)". Upitnik je sastavljen na engleskom jeziku te preveden na pojednostavljeni kineski. Četvero Kineza s dobrim znanjem engleskog jezika provjerilo je rječnik i značenje pitanja kako bi se potvrdilo da su pitanja prikladna za osobe iz kineskog kulturnoga kruga.

Glavna emitivna područja u Kini su Šangaj, Peking i Guangžu (O'Toole, 2004). Stoga su imenovana tri pomoćnika u istraživanju kako bi provela istraživanje primjenjujući anketne upitnike na međunarodnim zračnim lukama triju gore navedenih gradova. Vremenska i kadrovska ograničenja kao i velik broj turista koji su se vraćali iz Velike Britanije zahtijevao je odabir strategije za upitnik po principu uzorka tzv. "gruda snijega". David i Sutton (2004) potvrđuju da je ova metoda osobito korisna kad je populacija skrivena. Međutim, kako Locke, Silverman i Spirduso (1998) nagla-

1984; Chen and Starosta, 1996; Weiler and Ham, 2001) a list of the relevant intercultural competence attributes related to tour guides was identified. Professional advice helped to preliminarily identify 20 relevant attributes; after pre-testing with the tour guides and tourists, these 20 attributes are reduced to a final 16 attributes that are then adopted for this research.

A closed-ended and self-administered questionnaire was designed and divided into three sections. The first part related to socio-demographic information about the respondents. The second part consisted of 16 statements about a tour guide's intercultural competence, the respondents were asked to rate the perceived importance of the 16 attributes. The third section of the questionnaire required them to rate the performance of their tour guides in Great Britain using the same 16 intercultural competence attributes. The questionnaire was carefully structured and each intercultural competence attribute was rated using a 5-point Likert scale. Similarly, each performance statement on the same attributes is rated from 'strongly disagree (1)' to 'strongly agree (5)'. The questionnaire was designed in English and then translated to simplified Chinese. Four Mainland Chinese people who possess a good command of the English language then checked the wording and meaning of the questions to ensure that the questions were appropriate for people with a Mainland Chinese cultural background.

The primary geographic source areas of Chinese outbound travellers are Shanghai, Beijing and Guangzhou (O'Toole, 2004), therefore three research assistants were appointed to undertake the questionnaire survey at the international airports in these cities. Limitations to time and manpower, and also the tight schedules of Chinese tourists returning from Great Britain meant that a snowball sampling strategy was chosen for the questionnaire survey. David and

šavaju, poteškoća s ovom metodom je ta što može rezultirati pristranim uzorkom. Od početka prosinca 2005. do kraja ožujka 2006. u zračnim lukama je podijeljeno 600 upitnika od kojih su 462 udovoljavala kriterijima za daljnju obradu.

Da bi se ispitao demografski profil turista, provedene su deskriptivne analize kao što su frekvencija, srednja i standardna devijacija. Cronbachova alfa je izračunata kako bi se testirala pouzdanost važnosti karakteristika interkulturalne sposobnosti turističkih vodiča; ista je korištena za testiranje performanse britanskih vodiča kako je doživljavaju turisti iz Kine. Također su izračunate srednje vrijednosti za percipiranu važnost interkulturalne sposobnosti turističkih vodiča i performanse britanskih turističkih vodiča. Srednje vrijednosti za 16 interkulturalnih sposobnosti isctane su u koordinatnom sustavu "importance-performance" analize prema njihovoj percipiranoj važnosti i razinama performanse kako su ih doživjeli turisti iz Kine.

ZAKLJUČCI

Profil ispitanika

Ukupno je 462 upitnika, ili njih 77%, bilo podesno za obradu. Demografski profil pokazuje da je bilo 266 (57,6%) muškaraca i 196 (42,4%) žena ispitanika. Tri glavne dobne skupine bile su 26-35 (47,2% ispitanika), slijedi dobna skupina 36-45 (31%) te 46-60 (11,7%). Što se tiče obrazovne strukture, 51,5% ispitanika je imalo višu ili visoku spremu; 35,9% ih je imalo magisterij. Potpuni demografski profil ispitanika prikazan je u Tablici 2.

Sutton (2004) confirm that this method is a particularly useful technique when a population is hidden. However as Locke, Silverman and Spirduso (1998) point out, the difficulty with this method will possibly result in a biased sample. From the beginning of December 2005 to the end of March 2006, 600 questionnaires were distributed at the airports, and this produced 462 completed questionnaires that were usable.

To examine the tourists' demographic profiles, descriptive analyses such as frequency, mean and standard deviation were conducted. Cronbach's alpha was calculated to test the reliability of the importance of a tour guide's intercultural competence attributes; it was also used to test the performance of British tour guides as perceived by tourists from Mainland China. Mean scores for perceived importance of the tour guides' intercultural competence and performance of British tour guides were computed respectively. The mean scores of the 16 intercultural competences were plotted on the IPA grid according to their perceived importance and the performance levels as perceived by tourists from Mainland China.

FINDINGS AND DISCUSSION

Profile of respondents

The 462 usable questionnaires mean that a real usable rate of 77% was achieved. The demographic profile shows that there were 266 (57.6%) males and 196 females (42.4%) respondents. The three main age groups were 26-35 (47.2% of the respondents), followed by 36-45 (31%) and 46-60 (11.7%). In terms of educational level, 51.5% of the respondents had received college and university education; and 35.9% of the respondents had postgraduate education. The full demographic profile of the respondents is presented in Table 2.

Tablica 2. Demografski profil ispitanika
Table 2 Demographic profile of respondents

	Frequency (N= 462)	%
Spol / Gender		
Muško / Male	266	57.6
Žensko / Female	196	42.4
Dobna skupina / Age Group		
Ispod 25 / Under 25	40	8.7
26-35	218	47.2
36-45	143	31
46-60	54	11.7
Preko 60 / Over 60	7	1.5
Razina obrazovanja / Education Level		
Bez formalnog obrazovanja/ No formal education	14	3
Osnovna škola/ Primary school	9	1.9
Srednja škola/Secondary school	35	7.6
Viša i visoka stručna sprema/ College and university	238	51.5
Poslijediplomsko obrazovanje/ Postgraduate	166	35.9

**Percepirana važnost karakteristika
interkulturalnih sposobnosti
turističkih vodiča**

Da bi se razmotrio problem kako turisti iz Kine doživljavaju važnost karakteristika interkulturalnih sposobnosti, izračunate su srednje i standardne devijacije. Tablica 3 prikazuje rezultate ispitivanja prema rangu srednjih vrijednosti.

**Perceived importance of tour guides'
intercultural competence attributes**

In order to address how tourists from Mainland China perceived the importance of the tour guides' intercultural competence attributes, the means and standard deviations are calculated. Table 3 presents the survey results according to the ranking of the mean scores.

**Tablica 3 Srednja vrijednost rangiranja važnosti karakteristika
inerculturalnih sposobnosti turističkih vodiča**

**Table 3 Mean ranking for importance of tour guides' intercultural competence attributes
(N = 462)**

Obilježja interkulturalne kompetencije / Intercultural competence attributes	Srednja vrijednost / Mean score	Standardna devijacija / Standard deviation	Rang / Rank
Sposobnost snalaženja u iznenadnim situacijama/ Ability to cope with the unexpected	4.79	0.510	1
Sposobnost korištenja i razumijevanja kineskog jezika/ Ability to speak and understand the Chinese language	4.75	0.561	2
Sposobnost iskazivanja poštovanja prema različitim kulturama / Ability to show respect for different culture	4.71	0.606	3
Razumijevanje britanskog društva/ Understanding of British society	4.66	0.666	4
Svjesnost o postojanju kulturoloških razlika između Kine i Velike Britanije/ Awareness of cultural differences between China and Great Britain	4.62	0.677	5
Razumijevanje britanske culture/ Understanding of British culture	4.61	0.726	6
Sposobnost rješavanja problema/ Ability to solve problems	4.46	0.602	7
Sposobnost korištenja i razumijevanja engleskog jezika/ Ability to speak and understand the English language	4.43	0.591	8
Suosjećajnost/ Empathetic	4.39	0.642	9
Vještine u interpretaciji culture/ Ability in cultural interpretation skills	4.34	0.652	10
Osjetljivost na tuđe potrebe/ Sensitive to others' needs	4.28	0.829	11
Sposobnost uspostavljanja odnosa sa skupinom Ability to develop rapport with the group	4.27	0.609	12
Sposobnost poticanja interakcije između turista i domaćina/ Ability to initiate interaction between tourists and hosts	4.26	0.706	13
Razumijevanje kineskog društva/ Understanding of Chinese society	4.14	0.893	14
Razumijevanje kineske culture/ Understanding of Chinese culture	4.12	0.924	15
Nepristran/ Non-judgmental	4.02	0.697	16

Napomena: Rangiranja prema važnosti temelje se na srednjim vrijednostima mjrenim Likertovom ljestvicom od 1 do 5 (1=izrazito nevažno, 2=nevažno, 3=neutralno, 4=važno, 5=izrazito važno)

Note: the importance rankings were based on the mean scores measured on a Likert scale from 1 to 5 (1= extremely unimportant, 2=unimportant, 3=neutral, 4=important, 5=extremely important)

Svih 16 karakteristika interkulturalnih sposobnosti ima srednju vrijednost veću od 4, odnosno u rasponu od 4,02 do 4,79, označavajući da su turisti iz Kine rangirali sve navedene karakteristike između važno i izuzetno važno. Tri najvažnije su "sposobnost da se suoči s neočekivanim" (srednja vrijednost = 4,79), "sposobnost da se govori i razumije kineski" (srednja vrijednost = 4,75) i "sposobnost respektiranja različitih kultura" (srednja vrijednost = 4,71). Većina turista iz Kine nedovoljno poznaje engleski jezik, pa se oslanjaju na turističke vodiče i njihovu podršku prilikom njihovih aktivnosti u Velikoj Britaniji. Turistički vodiči koji govore kineski i engleski ključni su za pozitivna iskustva turista u Velikoj Britaniji. Zbog nepoznatog okruženja oni također smatraju da je "sposobnost rješavanja problema" vrlo važna karakteristika. Turistički vodiči su posrednici između turista i njihove destinacije, pa je stoga turistički vodič prva osoba kojoj bi turisti pristupili ako bi se našli u izvanrednoj situaciji ili bi trebali savjet.

Nasuprot tome, "razumijevanje kineskog društva" (srednja vrijednost = 4,14); "razumijevanje kineske kulture" (srednja vrijednost = 4,12) i "nepriprisanost" (srednja vrijednost = 4,02) doživljavaju se kao najmanje važne karakteristike. Iznenađujuće je da se karakteristika "nepriprisan" ocjenjuje kao najmanje važna od svih 16 karakteristika interkulturalne sposobnosti. Ovo je moguće zbog činjenice da turisti doživljavaju turističke vodiče kao osobe koje mogu pogriješiti jednako kao i oni sami. Razlog tome može biti i činjenica što su turisti iz Kine iznenađeni znanjem turističkih vodiča u Velikoj Britaniji o brojnim detaljima o Kini. Isto tako turisti nisu očekivali od vodiča da razumiju kinesku kulturu i njihov društveni život. Međutim, ovo nije u suprotnosti s njihovim očekivanjima o kulturnoj svijesti turističkih vodiča. Standardna devijacija 16 karakteristika interkulturalne kompetencije u rasponu je od 0,510 do 0,924. Kako je standardna devijacija ispod 1, različitost u mišljenjima ispitanika je mala.

All 16 intercultural competence attributes have a mean score higher than 4, ranging from 4.02 to 4.79, denoting that the tourists from Mainland China ranked all these attributes between 'important' and 'extremely important'. The three most important attributes are 'ability to cope with the unexpected' (mean = 4.79), 'ability to speak and understand the Chinese language' (mean = 4.75), and 'ability to show respect for different cultures' (mean = 4.71). Most tourists from China have insufficient English language skills; therefore they depend on tour guides to support their activities in Great Britain. Tour guides who can speak Chinese and English are crucial for the tourists having satisfactory experiences in Great Britain. Because of an unfamiliar environment they also consider the 'ability to solve problems' to be an important attribute; the tour guide is the mediator between them and their destination, thus the tour guide is the first person that the tourists would approach should they have any emergencies or need any advice.

In contrast, 'understanding of Chinese society' (mean = 4.14), 'understanding of Chinese culture' (mean = 4.12), and 'non-judgmental' (mean = 4.02) are perceived as the least important attributes. Surprisingly, the attribute 'non-judgmental' is rated as the least important attribute of all 16 intercultural competence attributes. This may be due to the fact that tourists think that tour guides are just normal human beings like them. Perhaps because the tourists did not expect tour guides in Britain to know many details about China; then the tourists did not expect tour guides to have an understanding of Chinese society and culture; however, this doesn't contradict to their expectation on cultural awareness from tour guides. The standard deviations of the 16 intercultural competence attributes range from 0.510 to 0.924. As the standard deviation was below 1, the variation of respondents' opinions was small.

Performansa turističkih vodiča u Velikoj Britaniji

Koristeći 16 istih karakteristika izračunate su srednje vrijednosti izjava turista o performansima turističkih vodiča. Rezultati ispitivanja su predočeni u Tablici 4 prema rangu srednjih vrijednosti. Srednje vrijednosti za svih 16 izjava kreću se u rasponu od najviše 4,04 do najniže 3,01. Slično rezultatima percipirane važnosti obilježja interkulturalne kompetencije, standardna devijacija za svih 16 izjava je ispod 1. Kineski turisti daju najbolje ocjene za karakteristiku "sposobnost govoriti i razumjeti kineski jezik" (srednja vrijednost = 4,04), "svijest o kulturnim razlikama između Kine i Velike Britanije (srednja vrijednost= 3,80) i "suosjećajan" (srednja vrijednost = 3,68). Stoga se ovi aspekti interkulturalnih kompetencija turističkih vodiča smatraju zadovoljavajućima. Većina turističkih vodiča angažiranih za vođenje kineskih turista ima kineske korijene i može govoriti mandarinski kineski (Huang, 2006). Neslužbeni dokazi sugeriraju da mnogi od ovih vodiča mogu turistima osigurati zanimljivu i zadovoljavajuću interakciju bez stresa (Yu i dr. 2001).

Tri najslabije ocjene koje su kineski turisti dali vodičima su "razumijevanje britanske kulture" (srednja vrijednost = 3,01), "razumijevanje britanskog društva" (srednja vrijednost = 3,02) i "sposobnost pokrenuti interakciju između turista i domaćina (srednja vrijednost = 3,21). Ovi nalazi pokazuju da vodiči koje koriste ovi turisti imaju nisku razinu razumijevanja britanskog društva i kulture, što je dosta neobično ukoliko su vodiči britanski državljani. Činjenica da vodiči imaju problema s lokalnom kulturom gotovo kao i njihovi gosti sugerira da vodiči, unatoč njihovog službenog statusa "britanskih državljana", imaju kineske korijene što onda dovodi do niže kvalitete interkulturalnog iskustva za kineske turiste.

Performance of tour guides in Great Britain

Using the same 16 attributes, the mean scores of the statements about the performance of the tour guides used by the tourists were also calculated. The survey results are reported according to the ranking of the mean scores in Table 4. The mean scores for all 16 statements range from the highest of 4.04 to the lowest of 3.01. Similar to the results of perceived importance of intercultural competence attributes, all 16 statements have standard deviations lower than 1. Mainland Chinese tourists give the top ratings to 'ability to speak and understand the Chinese language' (mean = 4.04), 'awareness of cultural differences between China and Great Britain' (mean = 3.80), and 'Empathetic' (mean = 3.68); thus these aspects of the intercultural competences of the tour guides are perceived as satisfactory. Most of the tour guides employed to deal with Chinese tourists in Great Britain have Chinese origins and can speak Mandarin (Huang, 2006). Anecdotal evidence suggests that many of these guides are able to facilitate non-stressful, interesting and satisfying interactions for tourists (Yu et al., 2001).

In contrast, the three lowest ratings given to their tour guides by tourists from Mainland China are, 'understanding of British culture' (mean = 3.01), 'understanding of British society' (mean = 3.02), and 'ability to initiate interaction between tourists and hosts' (mean = 3.21). These findings indicate that the tour guides used by these tourists have low levels of understanding about British culture and society; this seems unusual if the tour guides are British nationals. The fact that the tour guides struggle with cultural fluency in much the same way that their clients do, suggest that despite their official status as 'British residents' the tour guides have a Chinese origin that then leads to a lower quality of intercultural experience for the Chinese tourists.

Tablica 4. Srednja vrijednost rangiranja obilježja izvedbe interkulturalne kompetencije turističkih vodiča**Table 4 Mean ranking for performance of tour guides' intercultural competence attributes (N = 462)**

Obilježja interkulturalnih kompetencija Intercultural competence attributes	Srednja vrijednost /Mean score	Standardna devijacija /Standard deviation	Rang/ Rank
Sposobnost korištenja i razumijevanja kineskog jezika/ Ability to speak and understand the Chinese language	4.04	0.577	1
Svjesnost o postojanju kulturoloških razlika između Kine i Velike Britanije/ Awareness of cultural differences between China and Britain	3.80	0.474	2
Suosjećajnost/Empathetic	3.68	0.716	3
Sposobnost iskazivanja poštovanja prema različitim kulturama/ Ability to show respect for different cultures	3.66	0.747	4
Nepristran/ Non-judgmental	3.57	0.613	5
Razumijevanje kineskog društva/ Understanding of Chinese society	3.49	0.562	6
Sposobnost rješavanja problema/ Ability to solve problems	3.47	0.613	7
Razumijevanje kineske culture/ Understanding of Chinese culture	3.39	0.576	8
Sposobnost snalaženja u iznenadnim situacijama/ Ability to cope with the unexpected	3.38	0.731	9
Sposobnost korištenja i razumijevanja engleskog jezika/ Ability to speak and understand the English language	3.37	0.546	10
Sposobnost uspostavljanja odnosa sa skupinom Ability to develop rapport with the group	3.32	0.575	11
Vještine u interpretaciji culture/ Ability in cultural interpretation skills	3.26	0.625	12
Osjetljivost na tuđe potrebe/ Sensitive to others' needs	3.22	0.663	13
Sposobnost poticanja interakcije između turista i domaćina/ Ability to initiate interaction between tourists and hosts	3.21	0.592	14
Razumijevanje britanskog društva/ Understanding of British society	3.02	0.741	15
Razumijevanje britanske culture/ Understanding of British culture	3.01	0.805	16

Napomena: Rangiranja prema izvedbi temelje se na srednjim vrijednostima mjerenim Likertovom ljestvicom od 1 do 5 (1=izrazito neslaganje, 2=neslaganje, 3=neutralno, 4=prihvatanje, 5=izrazito prihvatanje)

Note: performance rankings were based on the mean scores on a Likert scale from 1 to 5 (1= strongly disagree, 2=disagree, 3=neutral, 4=agree, 5=strongly agree)

Tablica 5. Percepcija važnosti i izvedbe obilježja interkulturalne kompetencije turističkih vodiča

Table 5 Perceived importance and performance of tour guides' intercultural competence attributes (N = 462)

Obilježja interkulturalnih kompetencija turističkih vodiča Tour guide intercultural competence attributes	Važnost/Importance		Izvedba/Performance	
	Srednja vrijednost/ Mean(a)	Standar. devijacija / Std. dev.	Srednja vrijednost/ Mean(a)	Standar. devijacija / Std. dev.
1. Razumijevanje britanske culture/ Understanding of British culture	4.61	0.726	3.01	0.805
2. Razumijevanje britanskog društva Understanding of British society	4.66	0.666	3.02	0.741
3. Razumijevanje kineske kulture/ Understanding of Chinese culture	4.12	0.924	3.39	0.576
4. Razumijevanje kineskog društva/ Understanding of Chinese society	4.14	0.893	3.49	0.562
5. Svjesnost o postojanju kulturoloških razlika između Kine i Velike Britanije/Awareness of cultural differences between China and Britain	4.62	0.677	3.80	0.474
6. Suosjećajnost / Empathetic	4.39	0.642	3.68	0.716
7. Nepristran/ Non-judgmental	4.02	0.697	3.57	0.613
8. Osjetljivost na tuđe potrebe/ Sensitive to others' needs	4.28	0.827	3.22	0.663
9. Sposobnost korištenja i razumijevanja kineskog jezika/Ability to speak and understand the Chinese language	4.75	0.561	4.04	0.577
10. Sposobnost korištenja i razumijevanja engleskog jezika/Ability to speak and understand the English language	4.43	0.591	3.37	0.546
11. Vještine u interpretaciji culture/ Ability in cultural interpretation skills	4.34	0.652	3.26	0.625
12. Sposobnost poticanja interakcije između turista i domaćina/Ability to initiate interaction between tourists and hosts	4.26	0.706	3.21	0.592
13. Sposobnost rješavanja problema Ability to solve problems	4.46	0.602	3.47	0.613
14. Ability to develop rapport with the group	4.27	0.609	3.32	0.575
15. Sposobnost iskazivanja poštovanja prema različitim kulturama/Ability to respect for different culture	4.71	0.606	3.66	0.747
16. Sposobnost snalaženja u iznenadnim situacijama/Ability to cope with the unexpected	4.79	0.510	3.38	0.731
Ukupna srednja vrijednost /Grand mean	4.43		3.43	

(a) rang srednjih vrijednosti: 1=izrazito nevažno, 2=nevažno, 3=neutralno, 4=važno, 5=izrazito važno

(b) rang srednjih vrijednosti: 1=izrazito neslaganje, 2=neslaganje, 3=neutralno, 4=prihvatanje, 5=izrazito prihvatanje

(a) mean scale: 1=extremely unimportant, 2=unimportant, 3=neutral, 4=important, 5=extremely important

(b) mean scale: 1=strongly disagree, 2=disagree, 3=neutral, 4=agree, 5=strongly agree

Važnost karakteristika interkulturalne kompetencije i performanse turističkih vodiča u Velikoj Britaniji

IPA je primijenjena u obradi odgovora na upitnike. Rezultati IPA-e zatim se koriste u preporuci alokacija resursa u područja koja u budućnosti treba unaprijediti. Izračunavaju se srednje vrijednosti i standardne devijacije percipirane važnosti 16 karakteristika interkulturalnih kompetencija i performanse turističkih vodiča u Velikoj Britaniji (vidi tablicu 5). Rezultati se prikazuju na IPA grafikonu (vidi Sliku 2). Najveće srednje vrijednosti za važnost i performansu koriste se za označavanje osi na grafikon (Chu & Choi, 2000).

Kvadrant "nastavite s dobrim radom"

Od 16 karakteristika interkulturalne sposobnosti turističkih vodiča četiri su identificirane u kvadrantu "nastavite s dobrim radom". To su "sposobnost govora i razumijevanja kineskog jezika", "svijest o kulturnim razlikama između Kine i Velike Britanije", "sposobnost poštivanja različite kulture" i "sposobnost rješavanja problema". Ove su karakteristike ocijenjene iznad prosjeka i u pogledu važnosti i u pogledu performanse. Ovi rezultati pokazuju da su turistički vodiči dobro radili u gore navedenim segmentima. Kako su sve srednje vrijednosti procjene performanse niže od srednjih vrijednosti procjene važnosti, potrebno je poboljšati interkulturalnu kompetenciju u ovim područjima. Na primjer, u pogledu "sposobnosti rješavanja problema" 50,2% ispitanika smatralo je da njihovi vodiči nisu bili sposobni riješiti probleme te je srednja vrijednost performanse britanskih turističkih vodiča u ovom području bila tek 3,47. Stoga bi trebalo osigurati više tečajeva za turističke vodiče s ciljem poboljšanja njihove vještine rješavanja problema.

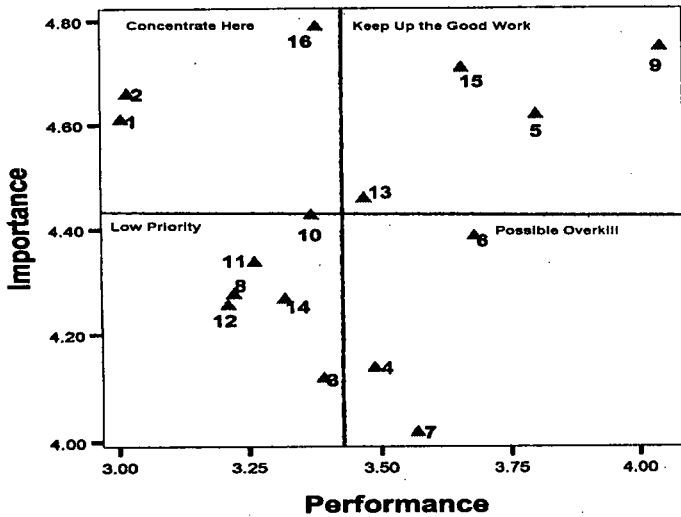
Importance of tour guides' intercultural competence attributes and performance of tour guides in Great Britain

IPA is applied to the findings of the questionnaire. The results of the IPA are then used to recommend an allocation of resources to the areas requiring future improvements. The mean scores and standard deviations of the perceived importance of the 16 intercultural competence attributes and the performance of tour guides in Great Britain are calculated (see Table 5). The results of the IPA are plotted in the IPA grid (see Figure 2). The grand means for importance and performance are used for the placement of the axes on the grid (Chu & Choi, 2000).

Keep up the good work quadrant

Of the 16 tour guides' intercultural competence attributes, four are identified in the *keep up the good work* quadrant. These are 'ability to speak and understand the Chinese language', 'awareness of cultural differences between China and Great Britain', 'ability to respect for different culture' and 'ability to solve problems'. These attributes are rated above average for both importance and performance. These results indicate that tour guides in Great Britain have performed well in the above respects. As all the mean score ratings of performance are lower than those of the importance ratings, efforts are still needed to improve intercultural competence in these areas. For example, with regards to 'ability to solve problems, 50.2% of the respondents did not agree that their tour guides had the ability to solve problems, and the mean value of the performance of tour guides in Great Britain in this area was just 3.47. Therefore, more training courses should be provided for tour guides in order to improve their problem-solving skills.

Figure 2 IPA for tour gules in Britain



1. Razumijevanje britanske culture/
Understanding of British Culture
2. Razumijevanje britanskog društva/
Understanding of British society
3. Razumijevanje kineske culture/
Understanding of Chinese culture
4. Razumijevanje kineskog
društva/Understanding of Chinese society
5. Svjesnost o postojanju kulturoloških razlika
između Kine i Velike Britanije/Awareness of
cultural differences between China and Great
Britain
6. Suosjećajnost/Empathetic
7. Nepristran/Non-judgmental
8. Osjetljivost na tuđe potrebe/Sensitive to
others' needs
9. Sposobnost korištenja i razumijevanja
kineskog jezika/Ability to speak and
understand the Chinese language

Kvadrant – "usredotočiti se na to"

"Usredotočiti se na to" kvadrant obuhvaća tri karakteristike: "sposobnost suočiti se s neočekivanim", "razumijevanje britanske kulture" i "razumijevanje britanskog društva". Ove karakteristike su po važnosti ocijenjene iznad prosjeka u pogledu važnosti, ali ispod prosjeka glede performanse. Važno je da se i "razumijevanje britanskog

10. Sposobnost korištenja i razumijevanja
engleskog jezika/Ability to speak and
understand the English language
11. Vještine u interpretaciji culture/
Ability in cultural interpretation skills
12. Sposobnost poticanja interakcije između
turista i domaćina/Ability to initiate
interaction between tourists and hosts
13. Sposobnost rješavanja problema/Ability to
solve problems
14. Sposobnost uspostavljanja odnosa sa
skupinom/Ability to develop rapport with
group
15. Sposobnost iskazivanja poštovanja prema
različitim kulturama/Ability to show
respect for different culture
16. Sposobnost snalaženja u iznenadnim
situacijama/Ability to cope with the
unexpected

Concentrate here quadrant

The *concentrate here* quadrant captures three attributes, 'ability to cope with the unexpected', 'understanding of British culture' and 'understanding of British society'. These attributes are rated above average for importance however below average on performance. Importantly, both 'understanding of British society' (mean = 4.66) and 'un-

društva" (srednja vrijednost = 4,66) i "razumijevanje britanske kulture" (srednja vrijednost = 4,61) doživljavaju kao dosta važni atributi interkulturalne kompetencije, no, ovi aspekti razine izvedbe turističkih vodiča u Velikoj Britaniji dobili su najniže ocjene. Ovi rezultati nose važnu poruku britanskom turizmu, a ta je da sredstva treba usmjeriti za poboljšanje razumijevanja ovih aspekata od strane vodiča kako bi se kulturološko iskustvo kineskih turista olakšalo i poboljšalo.

Karakteristika "spodobnost nositi se s neočekivanim" doživljena je kao najvažnija interkulturalna kompetencija za vodiče (srednja vrijednost = 4,79), no, turistički vodiči se u Velikoj Britaniji doživljavaju kao ispodprosječni u izvedbi. Treba izraziti zabrinutost u vezi s percepcijom o nesposobnosti suočavanja vodiči s izvanrednim situacijama tijekom putovanja kao npr. s gubitkom osobnih stvari ili iznenadnom bolešću turista.

Kvadrant – "niska važnost"

Pet karakteristika ulazi u kvadrant "niska važnost": "razumijevanje kineske kulture", "spodobnost razvijanja odnosa s grupom", "spodobnost predstavljanja kulture", "osjetljivost na potrebe drugih" i "spodobnost pokretanja međusobne interakcije između turista i domaćina". I važnosti i izvedba ocijenjene su ispodprosječno, što ukazuje da je potrebno uložiti relativno malo sredstava da bi se te karakteristike poboljšale. Međutim, to ne znači da turizam treba smanjiti svoje napore u poboljšavanju ovog područja. Posebno se to odnosi na "spodobnost razvijanja odnosa s grupom", "spodobnost predstavljanja kultura", "spodobnost iniciranja interakcije između turista i domaćina" i "osjetljivost na potrebe drugih" koji su imali srednju vrijednost iznad 4,26 od mogućih 5, što govori da su ih ispitanici ocijenili od važnog do iznimno važnog.

understanding of British culture' (mean = 4.61) are perceived as quite important intercultural competence attributes, but these aspects of the performance levels of tour guides in Britain are given the two lowest ratings. These results send an important message to the British tourism industry, namely that resources should be directed towards improving tour guides' understanding on these aspects in order to facilitate and improve the cultural experiences of tourists from Mainland China.

The, 'ability to cope with the unexpected' attribute was perceived as the most important intercultural competence attribute for tour guides (mean = 4.79), however tour guides in Britain are perceived to be lower than average on performance. Concern should be raised about tour guides' perceived inability to deal with emergencies during tours, for instance, loss of personal property or tourists' sudden illness.

Low priority quadrant

Five attributes load in the *low priority* quadrant: 'understand Chinese culture', 'ability to develop rapport with the group', 'ability of cultural interpretation skills', 'sensitive to others' needs' and 'ability to initiate interaction between tourists and hosts'. They are rated as below average for both importance and performance, this implies that relatively fewer resources should be expended to improve these attributes. However, this does not mean that the industry should reduce its efforts to improve these areas. Especially 'ability to develop rapport with group', 'ability of cultural interpretation skills', 'ability to initiate interaction between tourists and hosts' and 'sensitive to other needs' had mean scores over 4.26 out of 5, indicating that respondents rated them as important to extremely important.

Kvadrant – "moguće pretjerivanje"

Ovdje nalazimo tri atributa "suosjećajan", "nepriistran" i "razumije kinesku kulturu". To pokazuje da su atributi ocijenjeni kao ispodprosječni po važnosti, iako je izvedba vodiča viša od prosjeka. To je možda stoga što turisti ove karakteristike smatraju manje važnima u usporedbi s ostalima. Trebaju se uložiti naponi za održavanje ove visoke razine izvedbe, za što ne bi trebalo utrošiti neprimjereno visoke iznose raspoloživih sredstava.

ZAKLJUČAK

Ova studija je identificirala 16 obilježja interkulturalne sposobnosti koja su primjenjiva na turističke vodiče u Velikoj Britaniji koji vode turiste iz Kine. Da bi se usporedilo ovih 16 obilježja prema tome kako turisti doživljavaju njihovu važnost i kakva je bila stvarna izvedba turističkih vodiča prema očekivanim sposobnostima, korištena je IPA. Instrument razvijen u ovom radu može obogatiti postojeću literaturu u procjeni interkulturalnih kompetencija turističkih vodiča. Rezultati ovog istraživanja otkrivaju da turistički vodiči u Velikoj Britaniji imaju visoku sposobnost govora i razumijevanja kineskog jezika, da su svjesni kulturnih razlika te da pokazuju poštovanje prema različitim kulturama. Turistički vodiči i njihovi poslodavci trebali bi težiti održavanju razine kvalitete pružene usluge. Iako su vodiči pokazali da znaju rješavati probleme, istovremeno imaju slabu sposobnost nositi se s izvanrednim situacijama. To upućuje na zaključak o nužnosti pojačane obuke vodiča kako bi se unaprijedila njihova sposobnost da se bolje nose s izvanrednim situacijama. To bi se možda moglo postići na način da iskusni turistički vodiči savjetuju početnike na koji se način nositi s različitim izvanrednim situacijama.

Važno je istaknuti da ovaj rad otkriva da ispitanici smatraju kako njihovi vodiči u

Possibly overkill quadrant

There are three attributes 'Empathetic', 'non-judgmental' and 'understanding of Chinese society'. This indicates that the attributes are rated as being of lower than average importance, yet the tour guides performance is higher than the average. This might be because the tourists consider these attributes to be less important when compared with other attributes. Efforts should be made towards maintaining these high standards of performance, but this action should not receive undue amounts of resource allocation.

CONCLUSION

This study identified 16 intercultural competence attributes that are applicable to tour guides in Great Britain who deal with tourists from Mainland China. IPA was used to compare these 16 attributes according to how the tourists perceived the attributes' importance, and how the tour guides actually performed against the expected competences. The instrument developed in this study can contribute to the existing literature for the assessment of the intercultural competence of tour guides. The results of this study reveal that tour guides in Great Britain have a high level of ability in speaking and understanding the Chinese language, a good awareness of cultural differences and they show respect to different cultures; tour guides and their employers should strive to maintain these areas of good quality service provision. However, although the guides displayed a good ability to solve problems they showed a low ability to cope with the urgent matters. This suggests that increased training is required to improve the tour guides' ability to deal with emergencies; perhaps this could be achieved by the use of experienced tour guides explaining how they deal with different emergency situations.

Importantly, this study reveals the respondents' perception that their tour guides in Great Britain have a low understanding of

Velikoj Britaniji slabo razumiju britansko društvo i kulturu. Ovo slabo razumijevanje "britanskog" čini se dosta neobičnim, jer je uvriježeno mišljenje da turistički vodiči u Velikoj Britaniji imaju duboko usađeno poznavanje britanskog društva i kulture. Ovo istraživanje pokazuje da se prenaplašava sposobnost vodiča da govore kineski, dok se istovremeno umanjuje njihovo slabo razumijevanje kulture i društva zemlje domaćina. S obzirom da turisti iz Kine pridaju veliku važnost tome da turistički vodiči razumiju britansku kulturu i društvo te da na najbolji način predstavljaju Veliku Britaniju tijekom njihovog odmora, takva situacija neće rezultirati pozitivnim iskustvima.

Nesklad između sposobnosti turističkih vodiča i aspiracija turista za kulturnim povezivanjem sa zemljom domaćinom predstavlja važnu poruku turizmu Velike Britanije koja bi trebala imati dugoročne planove obuke vodiča, a ne fokusirati se na ostvarenje profita u kratkom roku. Stoga britanski turizam treba osigurati obuku u Velikoj Britaniji kako bi se osiguralo da vodiči imaju ne samo visoku razinu znanja mandarinskog kineskog nego i detaljno poznavanje britanskog društva i kulture. Sadašnja praksa zapošljavanja turističkih vodiča koji su porijeklom iz Kine nije održiva ukoliko ti vodiči ne dobiju adekvatno znanje o britanskoj kulturi i društvu.

Visit Britain, Visit Scotland i Visit Wales usredotočuju se na marketing, a *Ukinbound* zastupa interese tvrtki koje značajni dio prihode ostvaruju pružanjem turističkih usluga posjetiteljima iz prekomorskih zemalja. Ove organizacije trebaju blisko surađivati s relevantnim udrugama turističkih vodiča kao što su *Association of Professional Tourist Guides*, *The Guild of Registered Tourist Guides* i *Scottish Tourist Guides Association* kako bi ponudili tečajeve osposobljavanja vodiča usredotočene na pitanja interkulturalne osvjешtenosti.

British culture and society. This low understanding of 'Britishness' seems unusual because it has been taken for granted that tour guides in Great Britain have an inbuilt and in-depth knowledge of British culture and society. This research indicates that an over emphasis has been placed on the tour guides' ability to speak Chinese, whilst downplaying their low levels of understanding of the host culture and society. Given that the tourists from Mainland China place a high importance on the tour guides understanding of British culture and society, and that the tour guide is their gateway to Great Britain during their vacation, then this situation will not bring about a positive experience for tourists.

The mismatch between the tour guides' abilities and the tourists' aspirations for a cultural interface with the host country sends a strong message to the tourism industry in Great Britain. The industry needs to have long-term training plans rather than a short term focus on profits; therefore, training courses should be arranged by the British tourism industry in Great Britain to ensure that tour guides have high levels of ability in the Mandarin language as well as having an in-depth knowledge of British society and British culture. The current practice of employing people as tour guides in Great Britain who have Mainland Chinese origins is not sustainable unless they are also given training about Great Britain's culture and society.

Visit Britain, Visit Scotland and Visit Wales now concentrate on marketing, and *UKinbound* represent the interests of companies deriving a substantial part of their income from the provision of tours and tourism services for overseas visitors within Great Britain. These organisations need to work closely with relevant tour guide associations such as *Association of Professional Tourist Guides*, *The Guild of Registered Tourist Guides* and *Scottish Tourist Guides Association* to develop training courses that focus on cross-cultural awareness issues.

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