

# The Study on the Effect of Cultural Difference on Overseas Travel Market: A Comparison among Korea, China, U.S. and Japan

문화차이가 해외여행 시장에 미치는 영향에 관한 연구: 한·중·미·일 비교를 중심으로

Jonghyuk Kim\*

Professor, Gachon University, Department of  
Global Economics (Main Author)

## Contents

I. Introduction	IV. Data Analysis and Result
II. Background Knowledge and Hypotheses Development	V. Conclusion
III. Research Methodology	Reference
	국문초록

## ABSTRACT

This study analyzed valid samples of 707 units collected by conducting paper and online surveys on the Korean, the Chinese, the American, and the Japanese. The result showed that a significant causal relationship exists between power distance and pull motivation as well as collectivism and push motivation, which led to a conclusion that developing travel packages that can strengthen bonding of fraternal societies through various events and attractions is effective for respondents from Asian countries. On the other hand, Americans turned out to prefer practical plans, which could provide individual's needs and preferences, for example, a self-healing package. This study, using a simple survey, may have a limitation in that it does not allow the participants to express their opinions. However, the study is meaningful that it made a theoretical contribution utilizing Hofstede's cultural dimensions index, two types of motivation, and theories of customer satisfaction and revisit intention. It also has a practical implication in that it proposes the most optimal and applicable overseas travel marketing strategy by comparing cultural traits of each country.

**Key Words** : Hofstede's Cultural Dimensions, Push-Pull Motivation, Customer Satisfaction, Revisit Intention.

## I. Introduction

The recent political and social turmoil in Korea and the deepened conflicts with China, the US, and Japan, which are the countries that have been considered to be Korea's fundamental and traditional customers, can be one of the factors that may chill Korea's overseas travel market. Political conflicts with China triggered by decision to deploy a battery of the Thaad was a big blow to the Korean wave that had swept across China. The Anti-Korean sentiment in Japan has persisted for years, and the two countries are recently showing un-concealed animosity with regard to social issues such as Japan's comfort women. The Trump administration's heightened protectionism is also expected to have a negative impact on non-economic sectors including tourism. Nevertheless, the overseas travel industry is without a doubt still the fastest growing high-value-added industry. This study utilized Hofstede's cultural dimensions<sup>1)</sup> in order to suggest the most optimal and applicable travel strategy based on each country's cultural traits. Based on the above-mentioned domestic and foreign backgrounds, this study aims to identify the effects of cultural differences in Korea, China, U.S. and Japan on overseas travel using Hofstede's cultural dimension, and I thereby expect it will provide meaningful suggestion to the tourism industry workers and related government officials. Hofstede's cultural dimensions, an index methodology often used in many research fields, consists of a total of six dimensions. This study used five of them which are frequently used in previous studies: power distance, collectivism, masculinity, uncertainty avoidance, and long-term orientation. The study also used twenty survey questionnaires designed based on constructs of each dimension. Moreover, motivation theory<sup>2)</sup>, and theories of customer satisfaction and revisit intention<sup>3)</sup> were used in order to identify a causal relationship with cultural dimensions. Data samples were collected through the surveys on the respondents from the four countries as mentioned above. The valid data of 707 units in total were obtained through both paper sampling and online survey.

While previous studies often focused on home country's travel market to come up with practical suggestions<sup>4)</sup>, this study aimed to conduct comparative study of cultural features of four

---

1) Hofstede, G., "Motivation, leadership, and organization: do American theories apply abroad?," *Organizational dynamics*, 9(1), 1980, pp.42-63.

2) Boztug, Y., Babakhani, N., Laesser, C., & Dolnicar, S., "The hybrid tourist," *Annals of Tourism Research*, 54, 2015, pp.190-203.

3) Luo, A., Roach, S., & Jiratchot, C., "The effect of the 7Ps of the marketing mix on air freight customer satisfaction and repurchase intention," *Journal of Supply Chain Management*, 9(2), 2016.

countries — Korea, China, the U.S. and Japan — to investigate the causal relationship between cultural dimensions and motivation. This study is expected to provide a meaningful suggestion on the overseas travel market tailored to each country. Chapter 2 will carry out literatures review through previous studies while developing hypotheses, and chapter 3 will talk about survey preparation and measurements such as the sampling process for hypotheses tests. Chapter 4 will perform hypothesis tests using statistical analysis and draw conclusion. Finally, the concluding chapter will wrap up the study and provide practical and theoretical implications.

## II. Related Works and Hypotheses Development

### 1. Hofstede's Cultural Dimensions Theory

Cultural difference acts as a hindrance to international alliance in national relations as well as an important factor that explains alliance duration time, and therefore is being studied actively.<sup>5)</sup> This phenomenon is referred to as cultural distance in the field of international commerce, and countries that are physically far apart tend to face difficulty in relations or have short alliance duration time. This idea is not limited to international relations, and may be applied to situations in which domestic firms attempt to enter international market. As such, cultural difference can serve as a critical point of reference when multinational firms explore the frontiers of new domain or areas. Hofstede conducted a study on employees from IBM, a multinational firm that has offices in fifty countries across the world, to investigate values held by people in each country and in turn identify the existence of such cultural differences among countries.<sup>6)</sup> Subjects were sampled from the population of employees with similar working and living environment and different nationality, and were assessed on a scale of 1 to 100 with respect to four dimensions (power distance, Collectivism, masculinity, uncertainty avoidance). Results of the assessment were

---

4) Boztug, Y., Babakhani, N., Laesser, C., & Dolnicar, S., "The hybrid tourist," *Annals of Tourism Research*, 54, 2015, pp.190-203.

5) Jarvenpaa, S. L., & Majchrzak, A., "Interactive self-regulatory theory for sharing and protecting in interorganizational collaborations," *Academy of Management Review*, 41(1), 2016, pp.9-27.

6) Hofstede, G., "Motivation, leadership, and organization: do American theories apply abroad?," *Organizational dynamics*, 9(1), 1980, pp.42-63.

used to examine the general tendency based on cultural differences. Thereafter the study was even extended to six dimensions for the various purpose of special survey.<sup>7)</sup> But, five dimensions model are generally used in the previous studies because Hofstede's value survey module (VSM) consists of only 5 dimensions. This study also investigates the effects of cultural difference with respect to five dimensions. Concept of each dimensions explored are shown in the section below.

The first dimension of cultural difference suggested by Hofstede is power distance (PD). PD index indicates the distance between authorities, or in other words the extent to which an individual can accept unequal distribution of power within an organization or a hierarchy. In general, PD index refers to dependent relations in social organizations such as a state, and such relations are thought to start fundamentally from the familial level when an individual is born. Thus, people from countries with high PD index tend to exhibit greater level of dependence on parents. In contrast, while people are less dependent on parents in low PD index countries, the relationship between parents and children is perceived to be more intimate due to smaller emotional gap between the generations.<sup>8)</sup>

Collectivism (CT) refers to the sense of belonging to a group held by an individual, and a society in which individuals swear loyalty to groups they belong and in return receive protection from the groups. On the other hand, individualism, a concept that directly opposes CT, denotes a society where individuals feel less bound to any social group but their own family.<sup>9)</sup> Social structure based on nuclear families tend to flourish in individualism society as it places great importance to the notion of family unit community, and children born in such families can distinguish 'self' and 'society' clearly. Such people perceive themselves as a distinct individual compared to others, and wish to be regarded individually rather than as a constituent of a group. In contrast, Collectivism society places emphasis on individual's dependency on groups and organizations.

Concept of masculinity (MS) is better described as the difference in roles held by each gender due to cultural reasons rather than biological differences.<sup>10)</sup> While biological difference between

---

7) Wong, J., Newton, J. D., & Newton, F. J., "Effects of power and individual-level cultural orientation on preferences for volunteer tourism," *Tourism Management*, 42, 2014, pp.132-140.

8) Hofstede, G., "Cultural constraints in management theories," *The Academy of Management Executive*, 7(1), 1993, pp.81-94.

9) Ralston, D. A., Egri, C. P., Furrer, O., Kuo, M. H., Li, Y., Wangenheim, F., & Fu, P. P., "Societal-level versus individual-level predictions of ethical behavior: A 48-society study of collectivism and individualism," *Journal of business ethics*, 122(2), 2014, pp.283-306.

10) McDowell, J., "Masculinity and Non Traditional Occupations: Men's Talk in Women's Work," *Gender, Work & Organization*, 22(3), 2015, pp.273-291.

genders is evidently a global phenomenon, gender roles assumed vary from each nation, or culture. In other words, the notions of femininity and masculinity differ in every region regardless of historical context, and this claim is reinforced further by national statistics.<sup>11)</sup> Hofstede named such national difference as masculinity index, where higher masculinity index implies a sharper distinction in gender roles.<sup>12)</sup>

Uncertainty avoidance (UA) refers to the extent to which individual feels threatened when faced with an unknown and unpredictable situation. It is commonly represented as stress, and may also be expressed in the form of a necessity for specific laws or regulations. Cultural difference in terms of uncertainty avoidance level was quantified by considering that each individual or culture may feel different levels of stress.<sup>13)</sup> Hofstede observed that the result with respect to the dimension of uncertainty avoidance can be differentiated from PD index, and that it was regular in every country irrespective of occupation and the status.<sup>14)</sup>

Each society has different expectations on the time taken to complete present and future tasks. Long-term orientation (LO) index indicates a society's short-term or Long-term orientation level on an object.<sup>15)</sup> As mentioned previously, Long-term orientation was added in Hofstede's follow-up study. This level seeks acceptance of change, personal steadiness and stability, thrift and saving, as well as peace of mind. Conversely, short-term orientation refers to the idea of cultural difference in which present consumption is regarded as being more valuable than saving for the future.<sup>16)</sup>

## 2. Motivation Theory

Motivation can be described as an internal factor that affects human behavior in both direct and indirect ways, which influences human intentions via physical or biological desire to decide the

---

11) Dixon, B. J., & Brooks, R. C., "The role of facial hair in women's perceptions of men's attractiveness, health, masculinity and parenting abilities," *Evolution and Human Behavior*, 34(3), 2013, pp.236-241.

12) Hofstede, G., "Motivation, leadership, and organization: do American theories apply abroad?," *Organizational dynamics*, 9(1), 1980, pp.42-63.

13) Zhang, X., & Zhou, J., "Empowering leadership, uncertainty avoidance, trust, and employee creativity: Interaction effects and a mediating mechanism," *Organizational Behavior and Human Decision Processes*, 124(2), 2014, pp.150-164.

14) Hofstede, G., "Motivation, leadership, and organization: do American theories apply abroad?," *Organizational dynamics*, 9(1), 1980, pp.42-63.

15) Brigham, K. H., Lumpkin, G. T., Payne, G. T., & Zachary, M. A., "Researching long-term orientation: A validation study and recommendations for future research," *Family Business Review*, 27(1), 2014, pp.72-88.

16) Peng, G. Z., & Beamish, P. W., "The effect of host country long term orientation on subsidiary ownership and survival," *Asia Pacific Journal of Management*, 31(2), 2014, pp.423-453.

direction of human activity. Motivation plays an important role in the decision-making process when people choose travel destinations.<sup>17)</sup> Furthermore, not only is motivation a major influence dictating tourists' behavior, it also affects the level of satisfaction and the overall evaluation of the trip.<sup>18)</sup> Therefore, there have been undergoing studies on motivation theory in international tourism to understand the complex behaviors of tourists.<sup>19)</sup> Representative constructs on travel motivation can be categorized into push and pull factors. Push factor refers to individual characteristics or desire that spurs people to travel, while pull factor consists of features and attractive factors of tourist destinations that draw tourists' attention. Also, push motivation is essentially an internal desire of travelers, while pull motivation is an external power that attracts travelers via auxiliary motivation.<sup>20)</sup> Some studies on the relation between push and pull motivation did not assign relations between constructs on push and pull motivation, only assigned correlation<sup>21)</sup> or tested the causal relation indirectly using canonical correlation analysis.<sup>22)</sup> Constructs for push motivation were strengthened personal relations with peers, stress relief, escape from daily life and pursuit for change. In case of pull motivation, constructs were found to be accessibility, availability of amenities, number of events and sightseeing destinations, variety of seasonal tourist attractions, friendliness of locals and uncrowdedness.<sup>23)</sup>

### 3. Travellers' Satisfaction and Revisit Intention

Customer satisfaction was described as the expectation of the market, and further defined it as the evaluation of experience from the past and future expectation with respect to the flow of time.<sup>24)</sup> The difference between performance and expectation perceived by customers determine

17) Wong, J., Newton, J. D., & Newton, F. J., "Effects of power and individual-level cultural orientation on preferences for volunteer tourism," *Tourism Management*, 42, 2014, pp.132-140.

18) Pike, S., & Page, S. J., "Destination Marketing Organizations and destination marketing: A narrative analysis of the literature," *Tourism Management*, 41, 2014, pp.202-227.

19) Lee, C., Kim, H., & Hwang, I., "The Effects of International Medical Tourism Service Quality on Perceived Value." *International Commerce and Information Review*, 15(4), 2013, pp.3-25.

20) Boztug, Y., Babakhani, N., Laesser, C., & Dolnicar, S., "The hybrid tourist," *Annals of Tourism Research*, 54, 2015, pp.190-203.

21) Prayag, G., Disegna, M., Cohen, S. A., & Yan, H., "Segmenting markets by bagged clustering: Young Chinese travelers to Western Europe," *Journal of Travel Research*, 54(2), 2015, pp.234-250.

22) Wong, I. A., Law, R., & Zhao, X. R., "When and Where to Travel? A Longitudinal Multilevel Investigation on Destination Choice and Demand," *Journal of Travel Research*, 2016, 0047287516670269.

23) Tangeland, T., Vennesland, B., & Nybakk, E., "Second-home owners' intention to purchase nature-based tourism activity products? A Norwegian case study," *Tourism Management*, 36, 2013, pp.364-376.

customer satisfaction or dissatisfaction. Satisfaction management is deemed critical, as customer satisfaction results in desire to repurchase or revisit, as well as amicable word-of-mouth and thereby helps to attract new customers.<sup>25)</sup> According to expectancy disconfirmation theory, the most widely accepted customer satisfaction paradigm, the difference between expectation and the perceived product performance can be viewed in terms of positive disconfirmation, simple disconfirmation and negative disconfirmation.<sup>26)</sup> Satisfaction in tourism was previously thought of as the result of the perception towards external information due to travel experience. But in recent years it is being recognized as an emotional response to experience, which is to say an inspiration based on internal motivation factor. Applying expectancy disconfirmation theory on Spanish travelers, Del Bosque and Martin discovered that expectation and internal inspiration had significant impact not just on customer satisfaction, but also on loyalty. Furthermore, loyalty can be regarded as a traveler contribution to a tourist destination, and is also being perceived as a means of travelers' behavior intention. Such loyalty leads not only to payment intention, but to revisit and recommendation intention as well.<sup>27)</sup>

#### 4. Hypotheses Development

The aim of this study was to investigate the effects of cultural difference on the motivation for overseas trip and satisfaction gained from the trip among citizens from Korea, China, U.S., and Japan. Furthermore, the correlation between cultural differences, between or within countries, and tour demand will be explored based on literature studies and research on the relation between cultural difference and overseas motivation.<sup>28)</sup> Additionally, as mentioned while discussing previous literatures, individual motivation was subdivided into push motivation (internal factor) and pull motivation (external factor), after which hypotheses were proposed as below to examine the causal relations for each factor.

---

24) Kim, M., & Bang, H., "Determinants of Foreign Customer's Loyalty to Korean Medical Institutions," *International Commerce and Information Review*, 17(2), 2015, pp.95-120.

25) Luo, A., Roach, S., & Jiratchot, C., "The effect of the 7Ps of the marketing mix on air freight customer satisfaction and repurchase intention," *Journal of Supply Chain Management*, 9(2), 2016.

26) Lankton, N., McKnight, D. H., & Thatcher, J. B., "Incorporating trust-in-technology into Expectation Disconfirmation Theory," *The Journal of Strategic Information Systems*, 23(2), 2014, pp.128-145.

27) Taplin, R. H., Rodger, K., & Moore, S. A., "A method for testing the effect of management interventions on the satisfaction and loyalty of national park visitors," *Leisure Sciences*, 38(2), 2016, pp.140-160.

28) Wong, J., Newton, J. D., & Newton, F. J., "Effects of power and individual-level cultural orientation on preferences for volunteer tourism," *Tourism Management*, 42, 2014, pp.132-140.

*H1: Cultural value factors have a significant impact on overseas travels' motivation*

*H2a: power distance has a significant impact on push motivation.*

*H2b: collectivism has a significant impact on push motivation.*

*H2c: masculinity has a significant impact on push motivation.*

*H2d: uncertainty avoidance has a significant impact on push motivation.*

*H2e: long-term orientation has a significant impact on push motivation.*

*H3a: power distance has a significant impact on pull motivation.*

*H3b: collectivism has a significant impact on pull motivation.*

*H3c: masculinity has a significant impact on pull motivation.*

*H3d: uncertainty avoidance has a significant impact on pull motivation.*

*H3e: long-term orientation has a significant impact on pull motivation.*

Based on studies on the difference between Oriental and Western cultures,<sup>29)</sup> it was conjectured there would be some differences in the moderating effect on motivation between the Americans and Korean, Chinese and Japanese. Under the assumption that the 3 Asian countries would exert stronger moderating effect on pull motivation (external factor) while the U.S. on push motivation (internal factor),<sup>30)</sup> it was hypothesized as below:

*H4a: Cultural value factors have a different level of influence on overseas travels' push motivation according to different nationality.*

*H4b: Cultural value factors have a different level of influence on overseas travels' pull motivation according to different nationality.*

Furthermore, based on previous researches on the relation between motivation and travelers' satisfaction,<sup>31)</sup> the following hypotheses were made to investigate the effects of push and pull

---

29) Ojalehto, B. L., & Medin, D. L., "Perspectives on culture and concepts," *Annual review of psychology*, 66, 2015, pp.249-275.

30) Bernardo, A. B., & Nalipay, M. J. N., "Social axioms as social foundations of locus-of-hope: A study in three Asian cultural groups," *Personality and Individual Differences*, 95, 2016, pp.110-113.

31) Huber, F., & Herrmann, A., "The Role of Customer Value in Arriving at an Assessment of Satisfaction-Results of an Causalanalytical Study," *In Proceedings of the 2000 Academy of Marketing Science (AMS)*, Springer International Publishing, 2015, pp.110-115.



motivation on travelers' satisfaction and revisit intention.

*H5a: Push motivation has a significant impact on travellers' satisfaction and revisit intention*

*H5b: Pull motivation has a significant impact on travellers' satisfaction and revisit intention*

### III. Research Methodology

#### 1. Sample Collection

As part of the study, surveys were conducted over a period of 6 weeks to current students in G University and Y University from November 28, 2016 to January 7, 2017. In this process, surveys on Chinese students could also be collected as a large population of Chinese students are studying abroad in Korean domestic universities. Moreover, due to limitations in collecting survey results offline, open survey (obey.co.kr), a mobile research panel group, was utilized in order to identify the characteristics of the Americans and the Japanese. As the questionnaire to measure the research variable were written mostly in English, it was translated into other 3 Asian languages, after which questionnaire items verified by respective native-speaking doctoral degree students that have no meaning difference were selected for the 4 sets of finalized questionnaires. A total of 400 survey forms were distributed to Chinese and Korean students via offline, of which 371 were collected (collection rate: 92.75%). Among those collected, responses deemed to lack sincerity or display excessive centration were discarded, which left 338 forms for analysis (Korean 176, Chinese 162). Using the same questionnaires, 200 people each from America and Japan were surveyed online using open survey, and after excluding those lacking sincerity, 369 forms (American 178, Japanese 191) were collected. Thus, the total size of samples analyzed was 707, consisting of 176 Korean, 162 Chinese, 178 American and 191 Japanese. 83.4 % of respondents were in the 20s or younger, with 10.7% in their 30s and the remaining 5.9% in their 40s. Among Korean survey participants, those found to have no previous travel experience overseas were excluded from the survey. In terms of the number of overseas trip experiences, the largest proportion of participants (29.8%) responded that they have gone on 3 different trips, while 23.4%

and 19.9% replied ‘twice’ and ‘4 times’ respectively. 17.6% of the participants have gone on more than 5 overseas trips, and 9.3% responded ‘once’.

## 2. Measurement

As demonstrated below, survey questionnaires pertaining to cultural dimensions, motivation and satisfaction were cited from previous studies.<sup>32)</sup>

<Table 1> Survey Questionnaires

	Questionnaires
PD	x3:The high position should avoid social interaction with the low position. x6:The high position should not ask the opinions of the low position. x14:The low position should agree with decisions by the high position. x17:The low position do not want to delegate tasks with the high position.
CT	x1:Individuals should sacrifice self-interest for the group they belong to. x2:Individuals should pursue their goals after considering the group. x4:Group success is more important than individual success. x8: Group loyalty should be encouraged even if individual goals suffer.
MS	X5:It is more important for men having a professional career than women. X20:Men logically solve problems; women solve problems with intuition. X7:Solving problems requires a forcible approach, which is typical of men. X15:There are some jobs that a man can always do better than a woman.
UA	x13:Standardized work procedures are helpful. x16:Rules are important for management. x18:Instructions are important for improving workers’ sound competitions. x19:It is important to closely follow instructions and procedures.
LO	x9:Working hard for success in the future. x10:Careful management of money (thrift). x11:Going on resolutely in spite of opposition. x12: Setting store by tradition for success in the future.

32) Hofstede, G., “Cultural constraints in management theories,” *The Academy of Management Executive*, 7(1), 1993, pp.81-94.  
Prayag, G., Disegna, M., Cohen, S. A., & Yan, H., “Segmenting markets by bagged clustering: Young Chinese travelers to Western Europe,” *Journal of Travel Research*, 54(2), 2015, pp.234-250.  
Luo, A., Roach, S., & Jiratchot, C., “The effect of the 7Ps of the marketing mix on air freight customer satisfaction and repurchase intention,” *Journal of Supply Chain Management*, 9(2), 2016.

Questionnaires	
PSM	im1:Strengthening ties with companies im2:Relieving stress im3:Escaping from everyday life im4:Seeking new change
PLM	em1:Easy accessibility em2:Well equipped facilities em3:Various events and attractions em4:Various seasonal tourism resources
SAT	s1:Meeting expectations s2:Satisfied with the decision s3:Participating next s4:Recommended to nearby people

According to Hofstede’s manual on cultural dimensions value, grade for each dimension can be calculated using the following method.<sup>33)</sup>

<Table 2> Dimensions Index Formula

Dimension	Index Formula
Power Distance Index (PDI)	$-35m(X3)+35m(X6)+25m(X14)-20m(X17)-20$
Collectivism Index (CTI)	$-50m(X1)+30m(X2)+20m(X4)-25m(X8)+130$
Masculinity Index (MSI)	$60m(X5)-20m(X7)+20m(X15)-70m(X20)+100$
Uncertainty Avoidance Index (UAI)	$25m(X13)+20m(X16)-50m(X18)-15m(X19)+120$
Long-term Orientation Index (LOI)	$45m(X21)-30m(X22)-35m(X23)+15m(X24)+67$

Index for each dimension was calculated by coding and pre-processing the survey questionnaires, and the resulting value is assigned as the grade attained by each survey participant. In addition, the four countries analyzed were converted as dummy variables to account for the moderating effect based on nationality. Structural Equation Model (SEM) analysis was employed to test for the relationship between all variables in the model assumed above. SAS v.9.4 and IBM AMOS v.22 were utilized as statistical tool package.

33) Spector, P. E., Cooper, C. L., & Sparks, K., “An international study of the psychometric properties of the Hofstede Values Survey Module 1994: A comparison of individual and country/province level results,” *Applied Psychology*, 50(2), 2011, pp.269-281.

## IV. Data Analysis and Result

### 1. Confirmatory Factor Analysis

Exploratory factor analysis was conducted for the validation of samples. Principle component analysis was run in order to examine the constituent factors of all variables, and varimax method was selected to simplify factor loading. Only questionnaires with eigenvalues of over 1.0, factor loading above 0.4 were selected in this study, and a total of 32 questionnaires were used for the analysis. All variables were found to have Cronbach's alpha coefficient values above 0.6, confirming internal validation.

Confirmatory factor analysis enables the removal of items that hinders single-dimensionality and the assessment of validation. In this study, no items were removed during the confirmatory factor analysis process for each latent factor, and all variables were used. Examining the overall model fit index, values were calculated to be  $\chi^2=791.847$ ,  $df=707$ ,  $p=.047$  ( $\chi^2/df=1.12$ ),  $RMR=.044$  (baseline value  $\leq .05$ ), and  $GFI=.928$ ,  $CFI=.998$  (baseline value  $\geq .90$ ), all of which satisfied baseline values. Thus, it was concluded that the collected data fit the given model.

<Table 3> Confirmatory Factor Analysis

			Standardized Coef.	Unstandardized Coef.	S.E	C.R	P
Cultural Factors	PD	x3	.454	.754			
		x6	.542	.824	.088	6.734	***
		x14	.607	.841	.097	8.045	***
		x17	.712	1.010	.114	9.879	***
	CT	x1	.472	.683			
		x2	.674	.824	.084	6.924	***
		x4	.712	.971	.093	8.343	***
		x8	.681	.904	.091	8.114	***
	MS	x5	.412	.788			
		x20	-.512	-.974	.149	-6.512	***
		x7	-.641	-1.211	.207	-7.642	***
	UA	x15	-.724	-1.382	.214	-7.858	***
		x3	.724	.926			
		x16	.671	.892	.096	7.981	***
		x18	.597	.798	.091	7.643	***
			x19	.869	1.121	.135	8.911

			Standardized Coef.	Unstandardized Coef.	S.E	C.R	P
	LO	x9	.478	.681			
		x10	.611	.893	.097	6.755	***
		x11	.752	1.100	.141	9.325	***
		x12	.574	.788	.093	6.613	***
Motivation Factors	PSU	im1	.566	.735			
		im2	.613	.786	.092	7.153	***
		im3	.594	.713	.087	6.922	***
		im4	.478	.627	.082	6.512	***
	PLM	em1	.487	.604			
		em2	.514	.649	.075	5.942	***
		em3	.561	.702	.081	6.824	***
		em4	.617	.744	.084	6.923	***
SAT		s1	.824	1.074			
		s2	.878	1.182	.073	18.653	***
		s3	.914	1.423	.089	21.841	***
		s4	.893	1.095	.069	16.719	***

Chi-square=791.847, df=707, p=.047, RMR=.044, GFI=.928, AGFI=.891, PGFI=.651, NFI=.892, RFI=.841, CFI=.998, RMSEA=.021

## 2. Hypotheses Test

Based on the result of confirmatory factor analysis, we conducted a covariance structure analysis. The result of analysis is as below. In addition, the model fit was satisfied as the overall model fit suggests  $\chi^2=772.350$ ,  $df=707$ ,  $p=.043$  ( $\chi^2/df=1.09$ ).

<Table 4> Result of Hypothesis Test

	Hypothesis	Path Coef.	t-value	P-value	Result
H1	Dim. → Mot.	.103	2.425	.024*	Act.
H2a	PD → Push Mot.	.021	1.172	.204	Rej.
H2b	CT → Push Mot.	.207	5.464	.000**	Act.
H2c	MS → Push Mot.	.094	1.091	.194	Rej.
H2d	UA → Push Mot.	.091	1.084	.187	Rej.
H2e	LO → Push Mot.	.166	3.679	.028*	Act.
H3a	PD → Pull Mot.	.174	4.124	.003**	Act.
H3b	CT → Pull Mot.	.086	0.811	.227	Rej.
H3c	MS → Pull Mot.	-.161	-3.941	-.017*	Act.
H3d	UA → Pull Mot.	.064	0.712	.264	Rej.

Hypothesis		Path Coef.	t-value	P-value	Result
H3e	LO → Pull Mot.	.059	0.687	.249	Rej.
H5a	Push Mot. → Sat.	.228	6.712	.000**	Act.
H5b	Pull Mot. → Sat.	.251	7.254	.000**	Act.
Chi-square=772.350, df=707, p=.043, RMR=.036, GFI=.930, AGFI=.897, PGFI=.648, NFI=.889, RFI=.851, CFI=.999, RMSEA=.009					

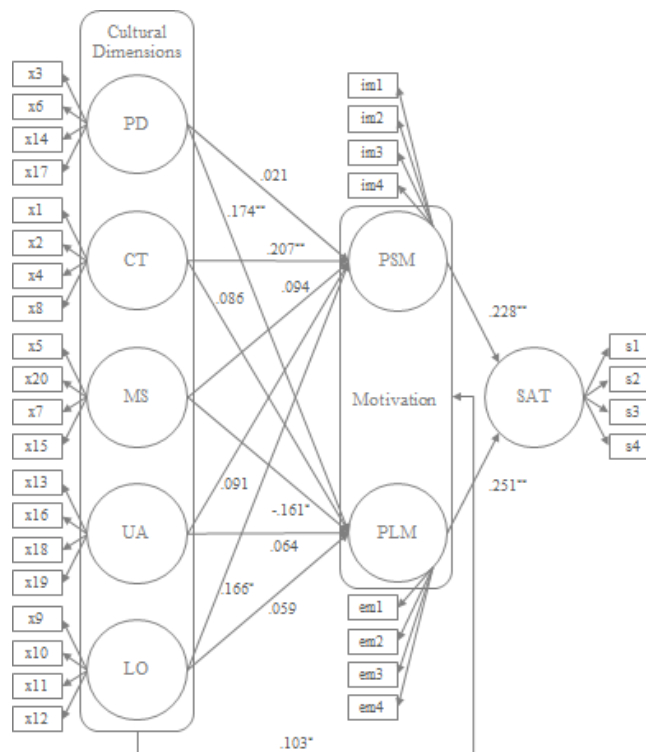
(\*\*p < 0.01, \*p < 0.05)

Based on the results obtained, it can be observed that Dimensions to Motivation is statistically significant in case of H1. This is to say that there is a significant correlation between Hofstede’s cultural dimensions value scale and the tour industry. Upon closer look, power distance has significant influence on pull motivation, but not significant on push motivation. Such result demonstrates significant coherence with previous literature knowledge that the choice of products is influenced by the vertical hierarchy in cultural regions with high power distance which put emphasis on social hierarchy.<sup>34)</sup> In particular, the result also tallies with the claim that people tend to show conspicuous consumption behavior to display their social statuses.<sup>35)</sup> Collectivism had significant impact on push motivation, but not so much on pull motivation. This may be because the notion of ‘strengthening ties with companies’, as viewed from the perspective of constructs of push motivation, is in line with the idea of Collectivism. Masculinity dimension had significant result in pull motivation, in that having greater feminine tendency (i.e. negative value of coefficient in masculinity) implied greater influence of pull motivation, an external factor. Based on this result, interpretation can be made that women in general are considerably swayed more by conspicuous desire, rather than internal objectives like self-healing. Long-term orientation was characteristically strong in Asian countries with deeply ingrained Confucian values, which had greater influence on internal factors via emotional endurance and acceptance on self rather than the perception on others and the society, which may explain its significant influence on push motivation. Uncertainty avoidance was found to be not significant in both push and pull motivation. In general, the obtained results shown above largely demonstrate the tendencies in Asian countries. This may be because 3/4 of the samples tested were of Korean, Chinese and

34) Abdullah, L., & Najib, L., “A new preference scale mcdm method based on interval-valued intuitionistic fuzzy sets and the analytic hierarchy process,” *Soft Computing*, 20(2), 2016, pp.511-523.

35) De Mooij, M., & Hofstede, G., “Cross-cultural consumer behavior: A review of research findings,” *Journal of International Consumer Marketing*, 23(3-4), 2011, pp.181-192.

Japanese nationalities, and as such an analysis on the difference between moderating effects in the 4 countries by isolating individual samples from each country may be necessary. Results of the hypotheses test are as shown in the figure below:



[Figure 1] Result of Hypotheses Test

### 3. Moderating Effect

Following the fact that H1 was supported, an econometric model that accounts for the differences between nations in the effects of cultural differences on push and pull motivation was created. Variables supported in PSM are CT(+), LO(+), and those supported in PLM are PD(+), MS(-). Therefore, all variables apart from the two supported in each y variable were treated as controlled variables. In formulas (1) and (2),  $i$  denotes individual survey participant ( $i=1, 2, 3, \dots$ ) while  $g$  denotes the regions, which is further categorized into Asian countries and Western countries, and it is assumed that the error term  $\epsilon_{i,g}$  is normally distributed.

$$\begin{aligned}
 PSM_{i,g} = & b_0 + b_2CT_i + b_3LO_i + b_4RGO_{i,g} + b_5CT_i * RGO_{i,g} \\
 & + b_6LO_i * RGO_{i,g} + b_7PD_i + b_8MS_i + b_9UA_i + \varepsilon_{i,g}
 \end{aligned}
 \tag{1}$$

$$\begin{aligned}
 PUM_{i,g} = & b_0 + b_1PD_i + b_2MS_i + b_3RGO_{i,g} + b_4PD_i * RGO_{i,g} \\
 & + b_5MS_i * RGO_{i,g} + b_2CT_i + b_4UA_i + b_3LO_i + \varepsilon_{i,g}
 \end{aligned}
 \tag{2}$$

<Table 5> Result of Moderating Test

Hypothesis & Path		Unstandardized Coef.		$\chi^2$			Result
		Asian Group	Western Group	Unconstrained Model	constrained Model	$\Delta \chi^2$	
H4a	CT→PSM	.761	.393	1163.753	1198.426	34.673**	Act.
	LO→PSM	.531	.559	1210.548	1210.570	0.022	Rej.
H4b	PD→PUM	.692	.376	1193.443	1219.854	26.411*	Act.
	MS→PUM	.564	.579	1233.870	1233.856	0.014	Rej.

(\*\*p < 0.01, \*p < 0.05)

The differences in the effects on motivation with respect to region based on moderating effect was analyzed. In case of push motivation, while the regional differences between Asian countries and Western country was not statistically significant in Long-term orientation, the difference in internal factor in Collectivism was found to be significant, just like the notion of strengthening ties with companies in its dimension construct. Similarly, while pull motivation had no significant correlation with masculinity, a clear difference between Asian and Western countries was visible when it came to power distance, which reflected hierarchical culture. In other words, it may be thought of as that Asians tend to regard travelling as conspicuous consumption compared to the Westerners.



## V. Conclusion

The aim of this study was to identify the effects of cultural differences in Korea, China, U.S. and Japan on overseas travel, and thereby provide meaningful suggestion to the tourism industry. Many previous studies have been made, including comparative studies on organizational behavior among countries based on Hofstede's cultural dimensions theory, as well as comparative studies in various domains such as leisure service and advertisement industry and those pertaining to the field of travel market and tourism industry.<sup>36)</sup> However, in the high value added tourism industry that has been expanding rapidly of late, few studies encompassing Chinese, American and Japanese citizens, who are recognized as fundamental and traditional customers in Korean tourism sector, few studies have been conducted so far. This study is especially significant in that it not only focused on these tourists' visit to Korea, but also attempted to identify the causal relationship between their cultural features and general travel motivation on Korean cultural perspective through a survey.

The results of this study can be summarized as follows. First, by testing hypothesis 1 it was proven that cultural value factors have a significant impact on overseas travel motivation. It was found that the unique general cultural perspective of each country had significant effects on travel motivation. Secondly, as proven in hypotheses 2 and 3, five cultural dimensions influenced both types of motivation. In particular, Collectivism and Long-term orientation had significant influence on push motivation, while power distance and masculinity had large impact on pull motivation. Masculinity had significant relation with pull motivation in that its coefficient had a negative value, implying that pull motivation, which is an external factor, plays a major role in case when the masculinity value is low (i.e. high femininity value). This may be interpreted as that women are influenced more significantly by external factors like conspicuous desire when travelling. Thirdly, as supported by hypothesis 5, push and pull motivation has a significant impact on travelers' satisfaction and revisit intention. As proven in previous studies,<sup>37)</sup> the causal relations of each variable on survey constructs were found to be statistically significant. Finally, as shown by

---

36) Boztug, Y., Babakhani, N., Laesser, C., & Dolnicar, S., "The hybrid tourist," *Annals of Tourism Research*, 54, 2015, pp.190-203.

37) Pike, S., & Page, S. J., "Destination Marketing Organizations and destination marketing: A narrative analysis of the literature," *Tourism Management*, 41, 2014, pp.202-227.

the moderating effect in hypothesis 4, cultural value factors have a different level of influence on overseas travels' push and pull motivation according to different nationality (i.e. Korean, Chinese, Japanese, and American). While not proposed as a hypothesis in this study, people from Korea, China and Japan showed similar personality in coupled combinations, and thus statistically significant differences between the three Asian nations could not be found. But in cases of Korea-U.S., China-U.S., and Japan-U.S., significant differences could be detected. In particular, after conducting a moderating test based on dimensions supported in hypotheses 2 and 3, in case of push motivation, the difference between Asian countries and the U.S. was not large enough to be significant in terms of Long-term orientation, but in case of Collectivism the difference in internal factor was significant, which was in tandem with the notion of strengthening ties with companies subsumed within the dimension construct. Similarly, while Masculinity was not statistically significant with respect to pull motivation, a clear difference between Asian and Western countries could be observed when it came to power distance which reflects hierarchy culture. In other words, it could be said that Asian countries tend to regard travelling more as a means of conspicuous consumption compared to Western countries.

The results of this study have several implications. In this study, the differences in push and pull motivation with respect to overseas travel depending on the cultural differences of the four countries were analyzed, and the impact of such differences on satisfaction and revisit intention was explored. Based on the results, it was deemed necessary to establish tour policy that suits the cultural perspective of each country. For instance, Korean wave has come under serious pressure in recent times due to political conflict with China. Anti-Korean sentiments within Japan have been present for a few years, which is culminating in issues like comfort women, or forced sexual slavery by the Imperial Japanese Army. With respect to Korea-U.S. relations, some damage is expected in non-economic areas, such as tourism, with increasing protectionism ever since Trump administration came into power. In these unfavorable conditions, cultural features of each country can be identified and exploited in terms of policymaking. This means that in case of Asian cultures, travel packages that strengthens the rapport in internal factors of Collectivism, such as family, colleagues, and fraternal societies, can be developed, while travel packages suited for individuals can be targeted for Western people. Furthermore, by taking the cultural differences on power distance into consideration, external factors that enhances pull motivation such as easy

accessibility, well-equipped facilities, various events and attractions, and various seasonal tourist attractions should be emphasized with respect to Asian tourists. In contrast, a strategy that evokes push motivation based on internal factors can be devised and utilized in tour marketing for western people.

This study was carried out by conducting a survey on a sample of Americans and people from 3 Asian countries including Korea. As these participants have knowledge of Korean culture to certain extent, it cannot be said that the sample has unique cultural features of the countries they represent, which is a limitation of this study which must be accounted for in future studies. Moreover, the fact that tour motivation was reduced as cultural difference, while excluding and failing to control other factors, is one of the major weaknesses of this study. To circumvent this problem, variables that affect cultural differences as well as motivation must be identified and controlled in further studies. Finally, exploratory analysis using statistical test restricts participants' decision at the expense of simplifying the survey questionnaires. To resolve this, advanced methodology such as text mining and social network analysis can be employed in future studies.

## Reference

- Abdullah, L., & Najib, L., "A new preference scale mcdm method based on interval-valued intuitionistic fuzzy sets and the analytic hierarchy process," *Soft Computing*, 20(2), 2016, pp.511-523.
- Bernardo, A. B., & Nalipay, M. J. N., "Social axioms as social foundations of locus-of-hope: A study in three Asian cultural groups," *Personality and Individual Differences*, 95, 2016, pp.110-113.
- Boztug, Y., Babakhani, N., Laesser, C., & Dolnicar, S., "The hybrid tourist," *Annals of Tourism Research*, 54, 2015, pp.190-203.
- Brigham, K. H., Lumpkin, G. T., Payne, G. T., & Zachary, M. A., "Researching long-term orientation: A validation study and recommendations for future research," *Family Business Review*, 27(1), 2014, pp.72-88.
- De Mooij, M., & Hofstede, G., "Cross-cultural consumer behavior: A review of research findings," *Journal of International Consumer Marketing*, 23(3-4), 2011, pp.181-192.

- Dixson, B. J., & Brooks, R. C., "The role of facial hair in women's perceptions of men's attractiveness, health, masculinity and parenting abilities," *Evolution and Human Behavior*, 34(3), 2013, pp.236-241.
- Hofstede, G., "Cultural constraints in management theories," *The Academy of Management Executive*, 7(1), 1993, pp.81-94.
- Hofstede, G., "Motivation, leadership, and organization: do American theories apply abroad?," *Organizational dynamics*, 9(1), 1980, pp.42-63.
- Huber, F., & Herrmann, A., "The Role of Customer Value in Arriving at an Assessment of Satisfaction-Results of a Causal analytical Study," *In Proceedings of the 2000 Academy of Marketing Science (AMS)*, Springer International Publishing, 2015, pp.110-115.
- Jarvenpaa, S. L., & Majchrzak, A., "Interactive self-regulatory theory for sharing and protecting in interorganizational collaborations," *Academy of Management Review*, 41(1), 2016, pp.9-27.
- Kim, M., & Bang, H., "Determinants of Foreign Customer's Loyalty to Korean Medical Institutions," *International Commerce and Information Review*, 17(2), 2015, pp.95-120.
- Lankton, N., McKnight, D. H., & Thatcher, J. B., "Incorporating trust-in-technology into Expectation Disconfirmation Theory," *The Journal of Strategic Information Systems*, 23(2), 2014, pp.128-145.
- Lee, C., Kim, H., & Hwang, I., "The Effects of International Medical Tourism Service Quality on Perceived Value." *International Commerce and Information Review*, 15(4), 2013, pp.3-25.
- Luo, A., Roach, S., & Jiratchot, C., "The effect of the 7Ps of the marketing mix on air freight customer satisfaction and repurchase intention," *Journal of Supply Chain Management*, 9(2), 2016.
- McDowell, J., "Masculinity and Non-Traditional Occupations: Men's Talk in Women's Work," *Gender, Work & Organization*, 22(3), 2015, pp.273-291.
- Ojalehto, B. L., & Medin, D. L., "Perspectives on culture and concepts," *Annual review of psychology*, 66, 2015, pp.249-275.
- Peng, G. Z., & Beamish, P. W., "The effect of host country long term orientation on subsidiary ownership and survival," *Asia Pacific Journal of Management*, 31(2), 2014, pp.423-453.
- Pike, S., & Page, S. J., "Destination Marketing Organizations and destination marketing: A narrative analysis of the literature," *Tourism Management*, 41, 2014, pp.202-227.

- 
- Prayag, G., Disegna, M., Cohen, S. A., & Yan, H., "Segmenting markets by bagged clustering: Young Chinese travelers to Western Europe," *Journal of Travel Research*, 54(2), 2015, pp.234-250.
- Ralston, D. A., Egri, C. P., Furrer, O., Kuo, M. H., Li, Y., Wangenheim, F., & Fu, P. P., "Societal-level versus individual-level predictions of ethical behavior: A 48-society study of collectivism and individualism," *Journal of business ethics*, 122(2), 2014, pp.283-306.
- Spector, P. E., Cooper, C. L., & Sparks, K., "An international study of the psychometric properties of the Hofstede Values Survey Module 1994: A comparison of individual and country/province level results," *Applied Psychology*, 50(2), 2011, pp.269-281.
- Tangeland, T., Vennessland, B., & Nybakk, E., "Second-home owners' intention to purchase nature-based tourism activity products? A Norwegian case study," *Tourism Management*, 36, 2013, pp.364-376.
- Taplin, R. H., Rodger, K., & Moore, S. A., "A method for testing the effect of management interventions on the satisfaction and loyalty of national park visitors," *Leisure Sciences*, 38(2), 2016, pp.140-160.
- Wong, I. A., Law, R., & Zhao, X. R., "When and Where to Travel? A Longitudinal Multilevel Investigation on Destination Choice and Demand," *Journal of Travel Research*, 2016, 0047287516670269.
- Wong, J., Newton, J. D., & Newton, F. J., "Effects of power and individual-level cultural orientation on preferences for volunteer tourism," *Tourism Management*, 42, 2014, pp.132-140.
- Zhang, X., & Zhou, J., "Empowering leadership, uncertainty avoidance, trust, and employee creativity: Interaction effects and a mediating mechanism," *Organizational Behavior and Human Decision Processes*, 124(2), 2014, pp.150-164.

## 국문초록

### 문화차이가 해외여행 시장에 미치는 영향에 관한 연구: 한·중·미·일 비교를 중심으로

김종혁\*

본 연구는 한·중·미·일 참가자를 대상으로 해외여행과 관련한 오프라인-온라인 설문을 실시 총 707개의 유효한 표본을 수집하고 이를 분석하였다. 이를 통해, 아시아 국가의 경우, 권력거리와 유인동기간 유의한 인과관계와 전체주의와 추진동기 사이에 유의한 인과 관계가 존재함을 밝혀냈다. 즉, 아시아 국가의 관광 전략은 다양한 이벤트와 볼거리를 제공하고 친목 단체 간 유대를 강화하는 상품을 개발하는 것이 유리한 반면, 미국인의 경우, 과시적 상품보다는 실질적 여행 계획을 통한 개인 맞춤형 상품으로 자기만족을 극대화시키는 것이 더욱 효과적이라는 결론을 내렸다. 본 연구는 설문조사를 통한 전형적인 탐색적 분석 방식을 취하여 설문 참가자의 다양한 의견을 제약하는 한계 점이 있지만, 홉스테드의 문화차원지수, 동기이론, 고객만족과 재방문 의도에 관한 이론을 활용한 학제적 공헌과 함께 각 국가 간 문화 성향을 동시 비교함으로써 해외여행 상품에 대한 최적의 마케팅 전략을 제시한 실질적 시사점이 있다.

**주제어** : 홉스테드의 문화차원, 추진-유인동기, 고객만족, 재방문 의도

---

\* 가천대학교 글로벌경제학과 겸임교수, 주저자