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Apply Hofstede's National Cultural Dimension Theory to Analyze Chinese Tourist Behaviors in Portugal Tourism

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Ⅱ. Abstract (English)

With the globalization, the development of outbound travel experience rapidly grew in recent decades. International tourism has become the largest industry in the world. It is the new engine for economic development in many countries. Cross-cultural tourism has brought great benefit to the destination countries. On the other side, it also brings some negative effects between the tourists and the natives. Culture is one of the important factors on promoting the cross-cultural tourism but also becomes one of the barriers in its development. For Chinese tourists, Portugal is an emerging travel destination. Portugal tourism has natural advantages but also market disadvantages. It is very important for Portugal, which has limited resources, to use reasonable strategies on satisfying Chinese tourists' demands and spreading local cultures. In this study, I use Hofstede's national cultural dimension theory and some empirical studies to analyze the cultural differences between Portugal and China, and try to find out how cultures influence tourists behaviors. Finally, I try to provide some suggestions to help Portugal develop a sustainable tourism in order to attract more Chinese tourists and increase their satisfaction. In addition, it could be a model for the travel destinations to explore new tourist markets with different cultures.

Keywords: Hofstede, cross-cultural study, tourist behavior, tourism economy

Ⅱ. Abstract (Portuguese)

Com a globalização, a viagem transnacional também se desenvolve rapidamente. Além de ser a maior indústria do mundo, a indústria da viagem internacional também é um novo motor para o desenvolvimento económico de muitos países. Enquanto que a viagem transnacional traz vários lucros para os países de destino, as diferentes culturas entre os visitantes e os países de destino também causa muitos efeitos negativos. A cultura é um fator principal que promove a viagem transnacional, mas também é um obstáculo que impede o seu desenvolvimento. Para os visitantes chineses, Portugal é um novo destino de viagem, que tem as suas vantagens e desvantagens no desenvolvimento da indústria turística. Como aproveitar de forma razoável os recursos locais para atender os visitantes chineses, proteger e divulgar a cultura local é muito importante para Portugal, que é um país com recursos limitados. O texto combina a teoria transcultural de Hofstede e as práticas de outros estudiosos para analisar a diferença cultural entre Portugal e a China, a fim de estudar os efeitos de um contexto cultural diferente no comportamento de turistas. Com base nisso, propõem-se sugestões que possam atender as necessidades de turistas chineses, aumentar a sua satisfação da viagem a Portugal e ao mesmo tempo, divulgar o desenvolvimento sustentável da indústria turística de Portugal. Além disso, este estudo também serve como um modelo de referência para os mercados emergentes com culturas diferentes dos outros destinos de viagem.

Palavras-chave: Hofstede, estudos transculturais, comportamento de turistas, economia turístico

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1. Introduction

This is the introductory chapter. It includes the background and the purpose of the study. It also states the conceptual framework of the thesis.

1.1 Background of the study

Portugal is an ocean away from China. When talking about Portugal, Chinese people are familiar with it. There is a profound historical background between Portugal and China dating hundred years ago. Macao serves as a bridge between the Chinese and the Portuguese culture being the main reason why so many Portuguese are not so strange about China and its culture.

Portugal and China have established diplomatic relations for 37 years. With the trend and development of globalization, the political and commercial cooperation between these two countries is gradually increasing. In 2005, a comprehensive strategic partnership was created to extend and boost bilateral trade and investment initiatives. By the end of 2014, Portuguese capital was invested in more than 205 items in China (Source from the Embassy of the People's Republic of China in Portugal). Chinese capital also entered in businesses like electricity, oil and natural gas, water and other industries in fields such as medical and insurance. In addition, more and more cultural, technology and educational projects were set up in the last decade. Portugal has beautiful natural resources and safe social environment which attract more and more Chinese immigrants to study, work and live there.

For these reasons Portugal became an emerging travel destination to Chinese tourists in the last years. Meanwhile, the tourism of Portugal experienced a rapid growth in recent years. Similar to many other destination countries, tourism has become the main force of its economic development. The cross-cultural tourism is not only for sightseeing, but also for activities of cultural communication facilitating the understanding between countries. It is good, both for people from Portugal and China, to continue to develop the bonds between them. It is also a solid foundation for maintaining good international diplomatic environment.

Although people from Portugal and China are kind and friendly, cultural differences between western and eastern countries still cause many misunderstandings

regarding contact and communication. The development of cross-cultural study started in the 1980s as a consequence of the high development of globalization. Cross-cultural studies and researches have solved many international management problems and improved the situations between employees with different cultural background in transnational cooperation. From many aspects these cultural studies analyze the values and the behaviors of people with different cultural backgrounds. Some scholars use cross-cultural studies in specific industries. The others focus on the behaviors inside a multinational enterprise or in the international markets. Furthermore, some are used for cultural comparison among different countries and cultures.

Due to the importance of tourism in the world's economy, more and more scholars recognize culture as one of the most significant factors that influence the development of tourism. When studding tourism from the cross-cultural perspective is crucial to have a deeper understanding of the tourists behaviors and how culture has an influence in their decision-making and perception of satisfaction. The destination itself and related service providers must design more effective and accurate strategies as well as travel programs to the target tourists accordingly.

However, when using the academic system (ABI/INFORM Collection) to search related information, we find few articles and researches between Portugal and China before 2000, although the number of them gradually increased from 2000 and reached the highest number in 2010. The tendency is similar as the explosive growth of tourism in Portugal. Nevertheless, most of the article and studies focused on political and commercial fields leaving out some significant data related to tourism between these two countries.

It is believed that using cross-cultural perspective and Hofstede's national cultural dimension theory to analyze not only tourist behaviors but also Portuguese and Chinese cultures, has profound and significant meaning to Portugal´s tourism. Therefore, it is very important to emphasize the cultural differences between Portugal and China, in order to distinguish the different tourist behaviors and the reasons behind it.

1.2 Purpose of study

Despite the world's economic slowdown, tourism maintains a continuous growth. Tourism plays a more and more important role in the development of global economy and Portugal is a perfect example of this trend. In 2015, Portugal received more than 17.4 million tourists totally and tourism revenues reached 4 million Euro. The contribution of tourism accounted for around 14% of GDP in Portugal. The service exported of tourism was even as high as 50%. People recognize that tourism has become the pillar industry of Portugal. At the same time, almost 155,000 Chinese tourists traveled to Portugal in 2015. It was an increase of 36% compared to year 2014. China has become the largest source market in Portugal´s tourism outside the EU. In order to increase the benefit for both countries on political and economic development in the following years, governments and its citizens should explore and expand cooperation between these two countries.

Currently, China is one of the most dynamic economies in the world. Many destination countries regard China as the most potential tourist source market. There are some strong competitors to Portugal within the EU. According to official data, there were a total 17 million tourists from China who traveled to France in 2014. Despite the negative repercussions following the terrorist attacks in Paris, there were more than 20 million Chinese visitors in 2015. In addition, French government predicts that the number of Chinese tourists can reach 50 million in the next 5 years. The number of Chinese tourists that traveled to Germany, Italy and Spain increased respectively by 70%, 41% and 48% last year. Although there are large space for the growth of the Chinese tourist source market, the late entering into this market brought some disadvantages for Portugal´s tourism.

The changing attitude and conception of life in China increased the interest of more and more Chinese people on tourism, including domestic and international travel. Portugal is a place that has beautiful natural resources and fresh air providing one of the best choices for Chinese tourists in the coming future.

This study considers Portugal as the travel destination. Portuguese culture is reflected on both the Portuguese hosts and domestic tourists, but we mainly discuss

the tourist behaviors of the Chinese people, and try to find out effective suggestions that can be applied by the Portuguese tourism industry in order to attract more tourists from China and to obtain a higher satisfaction among them.

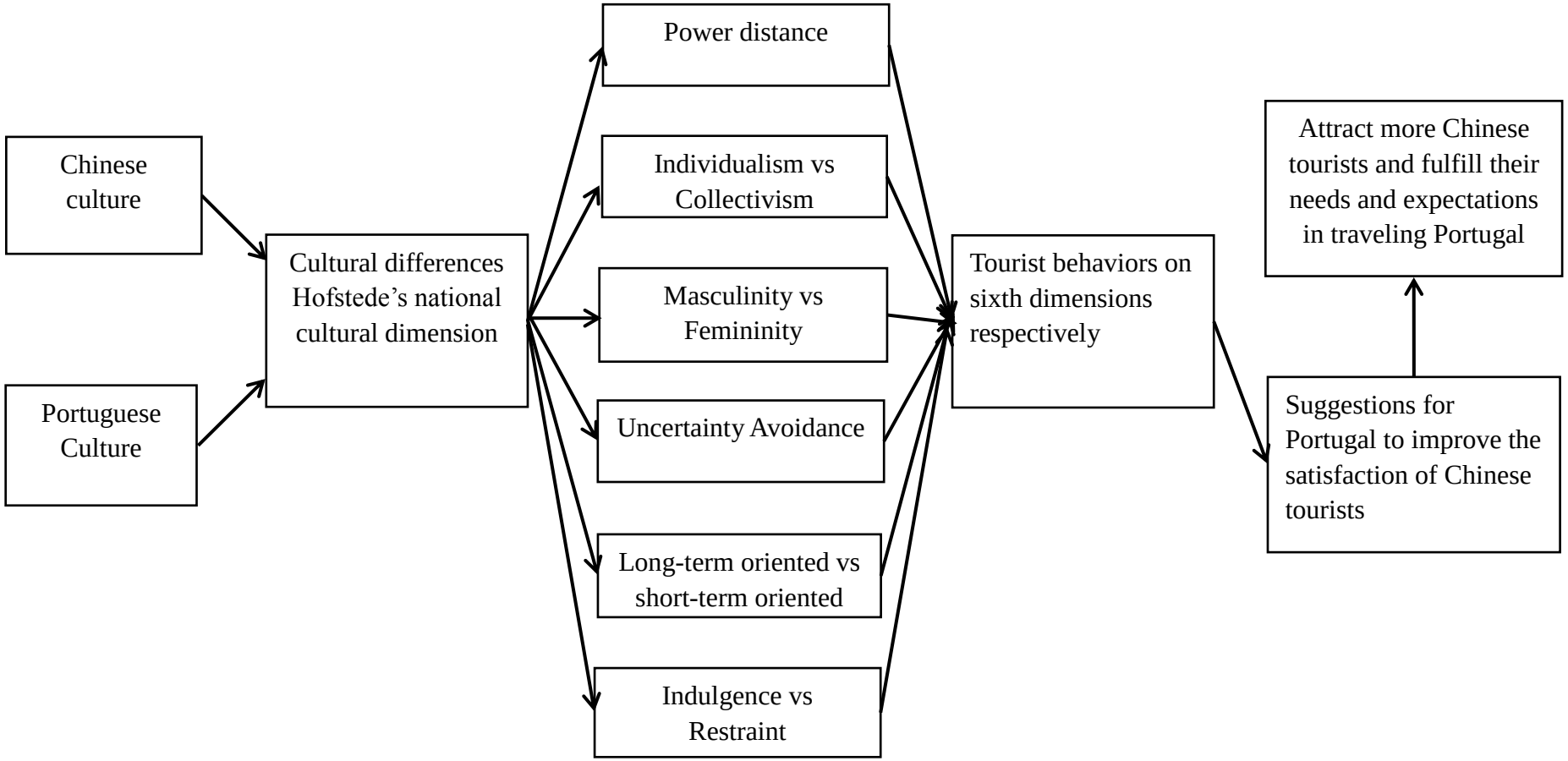
With the goal to find out the long-term and sustainable strategies, we explore this problem through the following steps:

1) The study and analysis of national cultural dimensions; what are the main cultural differences between Portugal and China?

2) From the perspective of sixth national cultural dimensions; how to distinguish the difference of tourist behaviors and the perception of satisfaction from Portuguese and Chinese tourists?

3) Suggestions for strategies and travel programs that can help Portugal to attract more Chinese tourists and meet their needs and expectations during the time spent in Portugal?

1.3 Conceptual Framework



2. Literature review

Definition of Culture

Originated from human history, there are various forms and contents of culture there for it is difficult to tell the only and accurate definition of culture. In 1950s, the American Anthropologist A.L.Kroeber and C.Kluckhohn (1952) made an induction of more than one hundred and sixty conceptions of culture (Culture: A Critical Review of Concepts and Definitions). These conceptions tried to give the definition of culture from every form, such as prescriptive, descriptive, structural, psychological forms and so on.

Even so, the meanings and range of culture are still changing according to the development of human society. For example, some definitions of culture derives from the perspectives of the society as a whole. *Culture, as the complex abstract and material elements created by a society, means "values, ideas, attitudes and meaningful symbols, as well as artifacts elaborated in a society"*(Moutinho, 2000). There is another similar concept of Reisinger and Turner (2002) in which they stressed the emphasis of time, "*culture commonly refers to a stable and dominant cultural character of a society shared by most of its individuals and remaining constant over long periods of time"*.

Other definitions of culture derives from the views of the formation reasons. As Hofstede (1991) defined *culture is always a collective phenomenon, because they are at least the shared values and behavior patterns with the people who live or lived within the same social environment.* Culture can be learned and taught after one's birth. Most of the time, cultures reflect the social conventions, informal and unwritten regulations in a specific social environment. Myers and Tan (2002) viewed *culture as something that is invented and re-invented and always in a state of flux.* However, we must distinguish the differences between the personal individuality and human nature when discussing culture.

There is still a more widely definition from the point of social anthropology, *culture is the collective name of thinking, feeling and acting patterns of particular group including all the behaviors and habits in life* (Hofstede, 2010).

More definitions of culture might be invented and discovered in the coming future. Culture is interpreted through time and everywhere, it makes impact on everything that people do or decide to do. *People from different cultures have different cultural values, rules of social behaviors, perceptions, and social interactions, which consequently influence their lifestyle, work, leisure, and consumer behavior patterns* (Richardson and Crompton, 1988). There is no doubt that culture plays a significant role in the development of human society. Additionally, culture is believed to take an increased effect on various fields in the future. People absolutely can not ignore the power of culture.

The Development of Cultural Study

It is no exaggeration to say that culture shapes everything (Hickson and Pugh 1995). Societies have learned to forecast and judge human's behaviors through cultural study. In 19th century, researchers analyzed culture as a single variable. For example, anthropologist Edward Burnett Taylor collected and analyzed a large among of data from hundreds of societies in the world. He recognized that the developments of all human societies were similar to Darwin's Theory of Evolution. Nearly all of them passed from the savagery, barbarism to the civilization stages (Primitive Culture, 1871). Edward Burnett Taylor became the representative and originator of Cultural Anthropology at that time. His research methods of comparative and historical ethnography brought a lasting impact on cultural study until the 20th century.

Another influential anthropologist on cultural study in 20th century was Bronislaw Malinowski. He is remembered as the father of the functionalist school of anthropology. He showed a new direction of cultural study from the primarily evolutionary to sociological and psychological fields. Bronislaw Malinowski (1945) focused on the method of anthropological fieldwork. He also revealed the importance of individual behavior on a society and predicted how individual's psychology and needs might lead to change.

Apart from the perspectives of Anthropology, cultural study was also deeply affected by Psychology in contemporary society. The well-known psychologist Milton Rokeach invented the Rokeach Value Survey (RVS) (The Nature of Human Values,

1973) and was widely used in cultural study. RVS consisted of 18 groups of values included the terminal values and the instrumental values. The different needs of each society led to diverse terminal values. Finally, these arrangement of values rightly reflected systematic and holistic characteristics of a specific society.

Although many methods are still used in some parts of cultural studies in the modern world, a great number of them were formed by theoretical frameworks and lacked empirical experiments. They are difficult to adapt to the rapid development in the world. They can not help people to predict exactly the development of social trends any more. In the 1970s, the international environment changed dramatically. To some extent, many scholars showed strong interest on the development of globalization and the alterations of the international economic structure. Researchers began to realize the differences between western and eastern culture. People wanted to identify the reasons why some Asian countries had more comparative advantages in the economic development during globalization in some specific periods. Therefore, using empirical experiments to study cultural differences become the main direction of cultural study.

Another frequently cited empirical cultural study was the Value Orientations Method (VOM) of Kluckhohn and Strodtbeck (1961). It proposed that people can distinguish cultures by studying and analyzing the six dimensions below: relationship to the environment, time orientation, man orientation, activity orientation, focus of responsibility and concepts of space.

The American anthropologist Edward T. Hall studied cross-culture from many new aspects. *He described the culturally specific temporal and spatial dimensions that surround each of us, for instance, the physical distances people maintain in different contexts* (The Hidden Dimension, 1987). It was the principles used by people and how this affect the social activities. He also identified the dimensions of high-context and low-context cultures during the period he worked for the Foreign Service Institute. Hall's research about the Anthropology of space still has substantial influence on the areas of cross-cultural study and intercultural communication.

There were still many theories and models about cultural studies all over the

world in 20th century but we will focus the attention on the cultural study model of Hofstede's national cultural dimensions. His work still has large influence on current society, not only in the fields of cross-cultural study, but also in the related sociology, psychology, linguistics, communication, marketing and management areas. His national cultural dimension theory was the landmark of cross-cultural study (H.C.Triandis,1995). This was the new paradigm for the study of cultural differences. It was also the first cultural model that combined a large number of empirical and theoretical experiments. It can be used to deal with universal problems in all societies. Based on data obtained through a large scale of questionnaires, Hofstede summed up a simple, clear and standard theoretical analysis framework of cultural study. His work provided a widely used and well-accepted model in cross-cultural research and comparative study of cultures or values in many international industries. In addition, Hofstede's work has been validated directly or indirectly by many other researchers (Zakour 2003), such as Micheal Harris Bond's Chinese Values Survey, P.B.Smith and F.Trompenaars' validation study or D.R.Fernandez, D.S.Carlson, L.P Stepina and J.D.Nicholson's stability of values study and so on. From different perspectives, the majority of studies proved that Hofstede's national cultural dimension theory is reliable and effective.

From then on, many subsequent researches in cross-cultural study became the complementary and repeated verification of Hofstede's work. Take some related famous researches for instance, Schwartz Values Survey (1992, 1994, 1995) was one of the most important projects based on Hofstede's national cultural dimension theory. This survey tended to describe "the Geography of Values" through the answers to the questions of how important are the values that guide the life from the respondents (Dahl 2004). His study showed 57 values, 4 dimensions and 10 universal motivational types of values and revealed the relationships among them. The GLOBE project was another influential and useful project which extended from Hofstede's work. It is a global research about people's values and beliefs. It is aimed at finding out how these values change and how they impact the development of human society. Moreover, Michael Minkov and Hofstede (2011) agreed that this project provided a better

understanding and knowledge to their work and also explained some confusions and murky points in cross-cultural study.

Besides, it is acknowledged that every great theory would face some questionings and misunderstandings during the process of being accepted. It was same situation to Hofstede's national cultural dimension model. One of the most obvious misunderstandings was that some people or articles cited his work while analyze personality and organizational cultures. However, Hofstede had warned repeatedly that his cultural dimension theory only focused the national level and it was wrong to apply it on individual or organizational levels. Apart from misunderstandings, there are still some primary critiques about Hofstede's work.

1) Some argued that his work only focused on western cultures and values both in the design of the questionnaires and the initial four dimensions. In this question, Hofstede's national cultural dimension theory then combined the study of Chinese Value Survey from Michael Harris Bond and increased a new dimension of long-term and short-term orientation at its later stage. In addition, they continued to take the value surveys in more and more countries in the following researches. Some new concepts were not showed in his first stage, such as the six dimension of indulgence. Although it might not cover all characteristics of different cultures and values until now, its content and framework would gradually improve according to the ongoing value surveys and the collection of more empirical data.

2) With the development of globalization in the 21st century, there were divergences and criticisms of Hofstede's work about the differentiation of national and native cultures. There are more situations of frequent regional mobility and burred national boundaries among people of different nationalities. The homogenizing effect of globalization appeared (Hermeking 2005). The increasing of multinational enterprises and migrations or even international students mean that *many people might operate within at least two nation-based frames of cultural references* (Hewling, 2005). Culture is learned, whereas the core values of people are formed early in their childhood, including the thinking and behavior patterns. Of course, some values can change when people move to another countries or experience different social

environments but the process would be very slow and the rooted values would endure for a long time (Greet Hofstede and Gert Jan Hofstede, 2005). Therefore, Hofstede's work is still useful for cultural studies with specific conditions in globalization.

3) Some critics point out that even within a country, there are a myriad of minority subcultures. They are distinct from the majority cultures. For example, in Canada, the culture of people who speak English is different from the culture of people who speak French. The population of Singapore consists of Chinese, Indian, and Malayan. They carry different religions and cultural customs. Referring to this problem, Hofstede explained it from a historical perspective: *national and regional differences today still partly reflect the boarders of former empires* (Hofstede, 2005). Most of the European countries with Latin cultures hold common traits derived from the former Roman Empire. There is similar situation in Asia. To some extent, the inheritances from the former Chinese Empire are still reflected on current cultures of China and some other Asian countries. On the other hand, *"Even if a society contains different cultural groups (such as blacks, Hispanics, Asians, and Caucasians in the United States), these usually share certain cultural traits with one another that make their members recognizable to foreigners as belonging to that society"* (Hofstede 2001).

We understand that not all national cultures and values can be described by Hofstede's national cultural dimensions. Despite the existence of a few old and new criticisms voiced against Hofstede's work (McSweeney, 2002; Oyserman, Coon, & Kemmelmeier, 2002), its influence on current societies and different subjects related to cross-cultural study is profound and undeniable. In order to improve the existing knowledge in cultural study, Myers and Tan (2002) appropriately recommend the combination of different methods when studying cultures in the future. Frankly speaking, until today, no theory and cultural model can completely replace Hofstede's national cultural dimension theory in the field of cultural study. His work is a dynamic study. It always keeps up with the times and upgrades its contents with the development of human society. It is imagined that more and more scholars and organizations from all over the world will probably try to use Hofstede's cultural

study framework and theoretical system to analyze the tendency of culture and values. It can be used to study and predict the influence of cultures as well as helps related parties and interest groups to get larger benefits on political, economic and social aspects in future.

Hofstede and His National Cultural Dimensions

At the end of the 1960s, Hofstede had strong interest on cultural differences between countries. He conducted surveys and compiled large data from the employees of the multinational enterprise IBM in more than 50 countries. It covered more than 116,000 staff all over the world. During the study, these IBM employees did a series of questionnaires about values. Interestingly, although the respondents came from different countries, the results of these questionnaires had some similarities. After statistical analysis of the survey, it was found that people from different countries choose different solutions when faced same problem in work.

Based on these researches, Hofstede's first famous monograph <Culture's Consequences: International Differences in Work-Related Values> was published in 1980. He questioned the universal management theories of psychology and organizational sociology. He argued that *there has regular patterns for many societal variables as well as the differences work related values, behaviors, beliefs, norms or self-descriptions of different nations* (Michael Minkov, Hofstede, 2011). From the continuous and repetitive studies of questionnaires inside and outside IBM, Hofstede created a new paradigm of cultural study: a four-dimensional model of national cultures, including power distance, collectivism versus individualism, femininity versus masculinity and uncertainty avoidance.

Hofstede's national cultural dimension model was one of the most important milestones of cross-cultural study. It was the turning point of cross-culture study from the theoretical models to the practical application in the international society. This model provided a practical method and discipline for cross-cultural study in all related international industries.

In the mid- 80s in China, scholars also started to conduct further studies based on Hofstede's national cultural dimension theory but the larger and wider range of

influence came from the publication of Hofstede's another work < Cultures and Organizations: Software of the Mind> in 1991. This book is translated into more than 18 languages and it is consulted throughout the world. It presented the result of his work in 1980 with the addition of more recent findings about academic and cross-cultural management.

The Fifth and Sixth Dimensions

In the 1990s, economic globalization and multinational enterprises developed rapidly around the world. Cross-cultural study and management became more and more significant. In the global economic map, except for the western developed countries, the influence of Asian economy was growing and it was playing a more important role. However, both the research background and starting point of Hofstede's national cultural dimension model came from the perspectives of western cultures. It rarely involved the culture from other districts. The cooperation between Hofstede and Michael Harris Bond from the Chinese University of Hong Kong (now working in the Hong Kong Polytechnic University.) was able to correct that shortcoming of the model.

Michael Harris Bond along with his colleagues from Asia Pacific districts used the improved version of Rokeach Values Survey (RVS) to do a comparative study on values among the students of psychology. In this research he invited some Chinese social scientists to the survey and designed a new questionnaire without western cultural bias which was called Chinese Values Survey (CVS). They arranged the CVS in 23 countries. Each involved 50 male students and 50 female students. When using Hofstede's model to analyze the data from CVS, they were surprised that there were also four dimensions of national cultures in the statistics of the results. There were three dimensions as same as the questionnaires from the employees of IBM and one dimension was absolutely irrelevant to the previous national cultural dimensions of Hofstede's theory. The results of CVS didn't contain the dimension of uncertainty avoidance but then emerged a new dimension of long-term versus short-term orientation. Today is called the fifth cultural dimension.

The sixth dimension was first published in the third edition of <Cultures and

Organizations: Software of the Mind> in 2010. Misho's discovery about the dimension of indulgence versus restraint was intrigued by Inglehart's analysis of well-being versus survival dimension. After analyzing tests and statistics from over 90 countries, a correlation between relationship and happiness was found in the survey. Misho considered it as the sixth dimension of national cultures. The dimension of indulgence versus restraint showed how happiness was formulated in different cultures. This is the latest dimension. There are still not enough empirical researches of it until now, but it justifies further study.

Power Distance (PDI)

Simply to say, power distance is the way that the society handles inequality. Absolute fairness doesn't exist anywhere in the world and every country has its own ways and rules to deal with these problems. Meanwhile, the dimension of power distance reflects the attitude of different countries on how they treat the inequality among people. As usual, it is the emotional distance between parents or elders and children, teachers and students, superiors and subordinates and so on.

Generally speaking, the more powerful members would be less influenced by power distance when make a decision due to the fact they have more authority and power in the society, institution or even in the family. On the contrary, the behaviors and performances would be more intuitive reflected by the people with less power or in the lower class. As Hofstede (2010) defined that *power distance is the extent to which the less powerful members of institutions and organizations within a country expect and accept that power is distributed unequally.*

Succinctly the divisions and scores of power distance describe the relations of dependence level of people with different cultures. In the countries with low power distance culture, superiors and subordinates tend to be more interdependence in work. They prefer to negotiate with each other during the decision making. The emotional distance between superiors and subordinates is relatively small. The less powerful members express their opinions easily. They would refute the ideas from their superiors when disagreement happens. On the opposite side, in the countries with high power distance culture, the superiors always have the ultimate decision-making power.

Such situations also appear in the relationships between parents and children, teachers and students, and the upper class and lower classes.

There were other researches with similar results. Smith's study of verticality index from 47 countries showed significant correlations between the different dimensions of power distance. In high power distance countries, the managers reported that they rely more on their superiors and formal regulations rather than their own work experience and subordinates.

Individualism Versus Collectivism (IDV)

Normally, when talking about the dimension of individualism versus collectivism, it is usually focused on the national level. Each individual person has its own values, he or she is either individualism or collectivism. However, if regards the society as a whole, the average situations are most likely to be that people hold more individualist values, but also hold fewer collectivist values at the same time. So that individualism and collectivism are the opposite poles of one dimension at national level.

Individualism pertains to societies in which the ties between individuals are loose: everyone is expected to look after him- or herself and his or her immediate family. Collectivism as its opposite pertains to societies in which people from birth onward are integrated into strong, cohesive in-groups, which throughout people's lifetime continue to protect them in exchange for unquestioning loyalty (Hofstede, 2010).

When people are born in the families, the nature of the society usually has large impact on their growth. For example, in most collectivist societies, people are used to grow up and live around the "extended family" with all the family members and the nearby neighborhoods. The culture of collectivism it is just like a tightly-knit framework. People tend to think of themselves as part of the group and prefer to use "we" instead of "I" to express themselves in daily life. They usually regard the interest of the group more than the individual interest. They have a strong desire of unquestioning loyalty regarding group members. In this case, the group always means the extended family, the class in school and the institution or organization in society.

The culture of China society is a typical example of collectivism.

In the individualist societies, most of the people are from families of small scale. We called it nuclear family. The family members only contain parents or brothers and sisters. Compared with a collectivist culture, it is a loosely-knit social framework. People pay more attention on individual interest and they are more independent. Furthermore there is a strong correlation between national wealth and individualism. On the average level, in a relatively fair society, the more wealth achieved more frequently pushes the shift toward a higher side of individualism.

Regardless of the situations mentioned above, the development of IDV was deeply rooted in the historical background of the nations. Knowing clear about the different national cultures and its history is an effective way to solve misunderstandings in international affairs and cross-cultural management problems and also a good method to comprehend the form of individualist or collectivist culture in a country. Take Japan and Korea for example, both of them are developed countries and people have relative high disposable income but their social cultures are still classified as collectivism. People need to consider many collectivist elements while conducting business while or with Japan and Korea. All above showed that the dimension of IDV plays an important role in many fields of globalization from the past to the future.

Besides, Misho also researched on World Value Survey and he theorized a similar dimension regarding in-group cohesion and exclusion of members from out-group called exclusionism versus universalism dimension. Their results had strong correlation with Hofstede's national cultural dimension of IDV.

Masculinity Versus Femininity (MAS)

It is believed that many people would confuse the dimension of masculinity versus femininity with male and female. In fact, male and female are differentiated from the human biologically distinctions of men and women. Nevertheless, masculinity and femininity are the social gender roles and they were determined by social cultures.

From traditional society to modern society, most of the people assume that the

social responsibilities of men are more concerned with the success on business and career. The images of men should be strong, competitive, and tough. On the other side, women are supposed to take more social responsibility by taking care of home and family members. The images of women are always connected with tenderness because of gestation and the need to breast-feed the newborn. In people's mind, women should spend more time at home than men.

However, in the real life of society, this is not the rule. The biological differences are small parts of social roles. According to the formation of culture, from the perspective of society, a man can have the feminine characters and a woman can also have the characters of masculinity.

Hofstede (2010) summarized the definition of MAS as following:

A society is called masculine when emotional gender roles are clearly distinct: men are supposed to be assertive, tough, and focused on material success, whereas women are supposed to be more modest, tender, and concerned with the quality of life.

A society is called feminine when emotional gender roles overlap: both men and women are supposed to be modest, tender, and concerned with the quality of life.

On a feminine society both men and women have similar behaviors and thinking patterns. It represents a more cooperative and modest way in social life. In a masculine society the responsibility and the division of labor from men and women are very clear. In a word, masculine society is more competitive than feminine society. Whatever societies are classified as masculine or feminine cultures, it can be observed relatively stable patterns of people who are living there. People learn the pattern of gender roles since childhood.

Unlike the previous dimensions, there is no clear line between masculinity and femininity. During the process of aging, the differences become less and less clear. Although the culture of one specific nation has certain stability, the development of the gender role patterns would change according to the changing of environmental and demographic structure of society. For example, if a society with strong masculine culture starts becoming an aged society, it is possible that the gender role of it would gradually shift from masculinity to femininity.

Uncertainty Avoidance (UAI)

Nobody knows what would happen tomorrow, but tomorrow will come. That is to say that handling uncertainty is a part of human life in the social world. Before talking about this dimension, people should understand firstly that the essence of uncertainty is a subjective experience. We can tell uncertainty is only a feeling but not a concrete thing or object. So people usually can not stop a feeling. They can only reduce its effect on themselves. Take the fact as example, the progress of technology, law and religion are some ways of people to alleviate the feeling of anxiety and to avoid the uncertainty.

Uncertainty avoidance can therefore be defined as the extent to which the members of a culture feel threatened by ambiguous or unknown situations (Hofstede, 2010).

The degree of uncertainty avoidance culture is reflected by how a society deals with the uncomfortable feelings and the attitude of people when facing the future or the things they are unable to predict.

The French sociologist Emile Durkheim published a study showing a stable suicide rate existing in different countries and regions year after year. It proved again that in a fixed environment, people's behaviors and values are influence by the social inherited cultures. As same as culture, people acquire and learn how to feel the anxiety and uncertainty from their family, the school and the state since they were born.

Basically, people in a society with strong uncertainty avoidance culture are intolerant to unfamiliar behaviors and ideas. It is also an expressive culture. When facing same situation, people with strong uncertainty avoidance culture will feel higher stress and more uncomfortable rather than people with weak uncertainty avoidance culture. *Uncertainty avoiding societies may be less innovative than uncertainty accepting societies* (Hoffman and Hegarty, 1993; Kedia, 1992; Shane, 1995). Horovitz (1978) had already reported that there are more formal laws and informal regulations in a society with strong uncertainty avoidance culture, while

people from a society with weak uncertainty avoidance culture are more relax in a generic way.

Generally, there is no gender differences on the dimension of AVI. Except from historical reasons, Lynn's study suggested that the anxiety level and uncertainty avoidance index of a society would fluctuate with wars and economic cycles.

Long-term versus Short-term Orientation (LTO)

The dimension of LTO was discovered from the research of Chinese Value Survey. Due to the different types of thinking patterns between western and eastern cultures, Michael Bond and his colleagues found out this new cultural dimension that couldn't be found in Hofstede's previous study. Besides, in the later findings of the GLOBE project, there was also a similar dimension called future orientation. It concerned about the planning of the future. One important thing was that the dimension of LTO was significantly correlated with economic growth, including the prediction of economic development.

In the last three decades, the economy of Asia developed rapidly and played a more important role in the world. The dimension of LTO explained the reasons for their economic growth just in time. Some characteristics of eastern culture made them succeed in the late 20th century. When talking about eastern culture, we have to mention Confucius, a person who had a profound impact in Chinese history. The core of his thinking is virtue, but the key of western culture is truth. Different pursuits of goals make them become the opposite poles of this dimension. Most societies within the eastern culture represent long-term orientation whereas the societies with western culture tend to short-term orientation.

As the definition of long-term orientation (Hofstede, 2010) , *it stands for the fostering of virtues oriented toward future rewards—in particular, perseverance and thrift. Its opposite pole, short-term orientation, stands for the fostering of virtues related to the past and present—in particular, respect for tradition, preservation of "face," and fulfilling social obligations.*

A simple example of people with long-term orientation culture is that they tend to focus on "the profits of 10 years from now" rather than "only this year's profits". In

addition to the international financial crisis, the virtues of future rewards, such as perseverance and thrift, made many Asia countries perform better on economy in recent decades. Particularly, the economic miracle happened on “Four Asian Tigers” in the late 1990s and in the current Chinese society. Paying attention on maintaining good and long-term interpersonal relationship is another crucial factor of success in these countries. The values of long-term orientation culture are not only broadly reflected by the people inside these Asian countries, but also represented by the people who are living and working overseas.

On the opposite side, societies or people with short-term orientation culture emphasize more on immediate interests and the past achievements. Considering the current situation, the resources of our earth are limited. Regardless of the increasing human population or economic growth, they won’t be inexhaustibility. From this point of view, acting and thinking with long-term orientation perspectives are the responsible choices for future development and it has potential advantage on sustainable development on many fields.

Indulgence versus Restraint (IVR)

This is the latest national cultural dimension in Hofstede’s work (2010). *As a cultural value espoused by individuals, the notion of indulgence versus restraint is similar to the notion of leisure versus work ethics proposed in the literature* (Tang & Baumeister, 1984). Misho (2010) considered, as a cultural value by nation, happiness, life control and the importance of leisure to be the core elements of this dimension. Apart from those, having friends and the value of thrift are also varying degrees associated with indulgence and restraint.

Indulgence stands for a tendency to allow relatively free gratification of basic and natural human desires related to enjoying life and having fun. Its opposite pole, restraint, reflects a conviction that such gratification needs to be curbed and regulated by strict social norms (Hofstede , 2010).

American researchers Ulrich Schimmack, Shigeiro Oishi, and Ed Diener also made a study, based on 40 countries. They obtained a similar conclusion: that the frequency of pleasant emotions is positively correlated with the level of indulgence.

What we need to pay attention here is the gratification of desires on high indulgent culture referred to only enjoy life and have fun, but not for all human desires.

In Michael Bond's later study of social axioms, it showed that in high restrain society, people would be less happy and seem to have more negative values and behaviors. In the opposite side, both utilitarian and hedonic values are important in a society with indulgent culture.

Although there are still not enough empirical researches about the dimension of IVR, the existing studies have confirmed that it can help to predict and explain a large range of social phenomenon, such as the birthrate or obesity rate of different countries. Moreover, we believe it plays a more and more significant role in cross-cultural management and international business in globalization. That is why it became the sixth dimension of national cultures.

The Important of Cultural Studies on Tourism

"The higher the demand for international tourism, the more opportunities there are for cross-cultural contact and the greater the potential for cultural conflict."

----Yvette Reisinger and Lindsay W Turner.

The above sentence reveals at least two points, cross-cultural contact must exist in the international tourism, and cultural conflict would be one of the most potential problems which is caused by cultural differences during the development of international tourism.

Over the decades, tourism has become one of the fastest growing economic sectors in the world. What is more, its continued growth had made it become the largest industry surpassing the international trade of oil and automobiles (UNWTO). In addition, from the perspective of functional factors, tourism has become the force of economic development and the cultural promotion tool of more and more countries. Tourists gain new life experience as well as better understanding of the cultures of the destinations. On the other hand the destination countries manage to open the gate to export their services and products.

Nowadays, it is believed that globalization would be still the development trend in the world. The economy of some Asian countries experiences rapidly development

and it seems to keep a stable increase in the future period. In fact, the Asian tourist markets are the major sources of international tourism, particularly for China tourist market. From the data of UNWTO, the United States, China and the European countries are in the top rankings for both international tourism arrivals and receipts. The forecast for the number of international tourists would increase by 3.3% average until 2030. It means that the contact between western and eastern cultures will be more and more frequent and common. It is necessary and important for people to pay attention on the cultural differences. People from eastern societies must have the distinct different understandings of what consist the appropriate behavior or thinking during traveling, otherwise cultural conflicts would make the problem worse, not only leaving a bad impression and low satisfaction and but also leading to a negative influence on the international cooperation between countries if the situations is recurring and long lasting. The studies and analysis of cultural differences on national cultures are the prerequisite conditions for avoiding the unnecessary cultural misunderstanding and conflict (Feather, 1980).

Actually, in the latest decades, more and more scholars recognized the importance of culture reasons in the international tourism. An increasing number of scholars had regarded national culture as the key variable in their researches (Stephen W. Litvin, John C. Crotts and Frank L. Hefner). Cultural differences play a significant role and have a large impact on tourist behaviors and social interaction in outbound travel (Pizam and Telisman-Kosute, 1989). To a certain extent, national cultures determine the schedule of tourists' travel plans and the travel content such as listening a music drama, visiting a museum, tasting local food or just going shopping. Pizam and Sussman (1995) confirmed culture would influence consumer decision-making. All the elements of national cultures includes but not limits the values, norms, rules and habits that have an impact on tourism behaviors.

Meanwhile, Hofstede (1991) suggested that *some cultural dimensions are more influential than others in specific situations.* Generally speaking, the destinations are always very influenced by cross-cultural tourism. The natural environment, social interaction, the cultural heritages, even the pattern of local economy and the values of

local people would change according to the development of tourism. In order to develop sustainable tourism, the destinations must fully use the cultural studies and cultural models to handle with the relationships and situations between economic benefits and tradition protection. They should balance the economic and cultural development. Adequate understanding about cultural differences can help the governments of the destinations to design appropriate tourism policy in order to encourage a more favorable term and environment to the development of tourism. The related tourism organizations and industries can create more effective marketing and management strategies (Yvette Reisinger and Lindsay W Turner, 2003) both fulfilling different tourists' needs and expectations as well as protecting the local cultures so as to maintaining a healthy development of tourism.

3. Methodology

3.1 Research Method

Hypothesis: tourist behaviors would be influenced by national cultures.

The study is based on the above hypothesis and aimed at finding out the cultural differences between Portuguese and Chinese. In order to improve the satisfaction of Chinese tourists during their trips, Portugal´s tourism sector should design suitable travel programs and strategies to fulfill the expectations and needs of Chinese tourists through the analysis of the national cultures and tourist behaviors.

In this chapter, at first, the questionnaire was used to collect data from Portuguese and Chinese people. Then we calculated the scores of specific dimensions of national culture from the samples and compared with Hofstede's standard index. Finally, we predicted and pointed out each dimension of national culture for Portugal and China at the present day. In order to correct the inherent defects of cross-cultural study itself, methodological consilience (Leung, Van de Vijver, 2008) such as survey methods or empirical studies are used in the next chapter to verify the hypothesis and to support the results of this research.

3.2 Questionnaire

One of the most important things in this study is to find out the cultural differences between Portugal and China, and then analyze the tourist behaviors based on the national cultures. A professional questionnaire and a series of accurate questions are necessary for judging and predicting the tendency of national cultures. Therefore, it was used the latest Values Survey Module 2013 (VSM 2013) which was developed from the work of Hofstede and Minkov (2010). It is the update version of the previous survey, VSM 08 ,VSM 82 and VSM 94 (Hofstede, 2001). There are 30 items in the VSM 2013, including 6 questions for demographic information and another 4 questions per dimension (4X6=24). All of the 24 content questions were based on a 5-point Likert-type scale answers. It is widely used for comparing culturally influenced values from two or more countries. It is noticed that the dimensions of this module only correlate to country-level, but do not correlate to personal and organizational level (Klein, Dansereau & Hall, 1994).

The original version of the VSM 2013 is in English. Our target respondents are

Portuguese and Chinese people, so here it was used the official published versions in Portuguese and Chinese which were translated by the previous researchers in the study. Chinese is my mother language and English is my second language. In order to guarantee the quality and accuracy of the translated content, I applied the Chinese version of VSM 2013. The Portuguese version of the questionnaire was revised by native Portuguese.

3.2.1 Samples

In this study, the participants of the questionnaire come from Portugal and China. Their age are between 20 to 29 years old (See table 1). Here the focus was on people with high educated background (See table 2) and had within 0 to 5 years work experience in different fields (See table 3). There are several reasons for choosing the samples in this range. On the one hand, I am a master student in Portugal there for it is relatively easier to collect the information and better understand about people on this group. On the other hand, it considers that the values of the people in this group would be more or less reflected in the development trend or direction of social values in the future.

Table 1 Sample distribution by age

Age Category Indicated by Participants	Sample Country				Overall	
	Portugal		China			
	n	%	n	%	n	%
20-24	24	80%	18	60%	42	70%
25-29	6	20%	12	40%	18	30%
Total Participants	30	100%	30	100%	60	100%

Generally speaking, people start forming their values within family. Nowadays, in most societies people receive education in school for around 12 years or even more than 15 years. The mental software of people would get further development in this period. People gradually learn and receive the social values from teachers and classmates to shape their own value system. Later, people’s mental software continues to adjust and consolidate after they enter the work market.

Table 2 Sample distribution by years of education

Years of Education Indicated by Participants	Sample Country				Overall	
	Portugal		China			
	n	%	n	%	n	%
11 years	1	3%	0	0%	1	2%
14 years	9	30%	0	0%	9	15%
15 years	8	27%	2	6%	10	17%
16 years	5	17%	26	88%	31	51%
17 years	5	17%	2	6%	7	12%
18 years or over	2	6%	0	0%	2	3%
Total Participants	30	100%	30	100%	60	100%

Table 3 Sample distribution by employment

Employment Category Indicated by Participants	Sample Country				Overall	
	Portugal		China			
	n	%	n	%	n	%
1	13	43%	12	40%	25	42%
2	6	21%	0	0%	6	10%
3	3	10%	6	21%	9	15%
4	4	13%	4	12%	8	13%
5	3	10%	6	21%	9	15%
6	1	3%	2	6%	3	5%
7	0	0%	0	0%	0	0%
Total Participants	30	100%	30	100%	60	100%

Remark:Description
1.No paid job (includes full-time students)
2.Unskilled or semi-skilled manual worker
3.Generally trained office worker or secretary
4.Vocationally trained craftsperson, technician, IT-specialist, nurse, artist or equivalent
5.Academically trained professional or equivalent (but not a manager of people)
6.Manager of one or more subordinates (non-managers)
7.Manager of one or more managers

In this group, some of the interviewed are students only while the remainder worked less than 5 years after school. There are similar points that all of them have forming the stable mental software according to the development of social environment and

science technology. Their values are not influenced much by other organizational cultures. What is more, soon they will become the main force and the most potential constructors or even consumers in the future society. Therefore, we selected them as the samples in this study not only for the knowledge about the current situation of national cultures, but also to better predict and reflect the development trend of social values.

The data of the questionnaire was collected separately in Portugal and China. Most of the Portuguese participants filled the questionnaire in the universities in Portugal. The rest was sent by emails. All of them are located in Lisbon, the capital city and one of the most flourishing cities in Portugal. For the part of the Chinese samples, the majority of the participants are university students and filled the questionnaire on the internet. The rest were done by phone and face to face interview. The universities of those samples are located in Shenzhen, Guangzhou and Zhuhai, cities in Guangdong Province of China. These are also the most prosperous cities in Guangdong Province and also in the whole mainland China. Furthermore, the people selected in this questionnaire are studying in the universities, or had some work experience before returning back to school to progress their studies. That is to say that we try as possible to ensure the consistency of the samples both in Portugal and China, including the social, economic environment and characteristics of participants.

There were a total of 74 pieces of questionnaires collected and were finally selected 30 pieces of each version. This was a random check and it was done in the libraries of university in Portugal and upload it onto the network of universities in China. Because of this the number of participants' gender did not suffer a restrict control (See table 4). However, the proportion of different genders indirectly reflects the current situation in the universities. It is found that more female Portuguese students than male students work hard and study in the libraries in Portugal. On the other side, in Chinese universities, the number of female students are more than male students for several years. In fact, the proportion of female samples is close to the tendency of tourists' gender in outbound travel in China. The number of female tourists take account for more than half of the total number of tourists and they are

already play a dominated role in tourism.

Table 4 Sample distribution by gender

Gender Indicated by Participants	Sample Country				Overall	
	Portugal		China			
	n	%	n	%	n	%
Male	13	43%	10	33%	23	38%
Female	17	57%	20	67%	37	62%
Total Participants	30	100%	30	100%	60	100%

From the statistic data from the samples, there is no significant correlation between the years of education and employment. But it was found significant correlations between age and employment from both Portuguese (See table 5, $r=0.531$, $p<0.01$) and Chinese samples (See table 6, $r=0.755$, $p<0.01$) . In general, the complexity and skill level of the employment in two countries tends to increase by age.

Table 5 Correlation of the demographics in Portuguese sample

Correlations

		age	Employment	Education
age	Pearson Correlation	1	.531**	.247
	Sig. (2-tailed)		.003	.187
	N	30	30	30
Employment	Pearson Correlation	.531**	1	.425*
	Sig. (2-tailed)	.003		.019
	N	30	30	30
Education	Pearson Correlation	.247	.425*	1
	Sig. (2-tailed)	.187	.019	
	N	30	30	30

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Table 6 Correlation of the demographics in Chinese sample

Correlations

		Age	Employment	Education
Age	Pearson Correlation	1	.755**	.000
	Sig. (2-tailed)		.000	1.000
	N	30	30	30
Employment	Pearson Correlation	.755**	1	.206
	Sig. (2-tailed)	.000		.274
	N	30	30	30
Education	Pearson Correlation	.000	.206	1
	Sig. (2-tailed)	1.000	.274	
	N	30	30	30

**. Correlation is significant at the 0.01 level (2-tailed).

3.2.2 Formula and Analysis Procedure

There are six dimensions of national cultures in the latest Hofstede and Minkov's

work, including power distance (PDI), individualism versus collectivism (IDV), masculinity (MAS), uncertainty avoidance (UAI), long-term verses short-term orientation (LTO) and indulgence verses restraint (IVR). Each of the national culture dimension can be scored on a 0 to 100 scale. If the score is 0, it means the national culture of the country has a very low or insignificant characteristics of that dimension in relation to all the other countries in Hofstede's study (2010). If the score is high and closer to 100, it would be the opposite situation.

Except from the 6 demographic questions, the other 24 content questions can be calculated by the 5-point Likert-type scale according to the participants' choices from 1 to 5 and get the mean scores.

Table 7 Mean scores of 24 content questions from samples

Items	Questions	Portuguese mean score	Chinese mean score
Q1	have sufficient time for your personal or home life	2.40	2.00
Q2	have a boss (direct superior) you can respect	2.40	1.83
Q3	get recognition for good performance	2.47	1.93
Q4	have security of employment	2.40	1.93
Q5	have pleasant people to work with	2.50	2.10
Q6	do work that is interesting	2.60	2.30
Q7	be consulted by your boss in decisions involving your work	2.63	2.30
Q8	live in a desirable area	2.30	2.47
Q9	have a job respected by your family and friends	2.43	2.20
Q10	have chances for promotion	2.47	2.07
Q11	keeping free time for fun	2.13	2.20
Q12	moderation: having few desires	3.07	2.97
Q13	doing a service to a friend	2.40	2.43
Q14	thrift (not spending more than needed)	2.60	2.90
Q15	How often do you feel nervous or tense?	2.87	2.60
Q16	Are you a happy person?	2.03	2.57
Q17	Do other people or circumstances ever prevent you from doing what you really want to?	3.20	2.87
Q18	All in all, how would you describe your state of health these days?	1.80	2.77
Q19	How proud are you to be a citizen of your country?	2.23	2.50
Q20	How often, in your experience, are subordinates afraid to contradict their boss (or students their teacher?)	3.47	3.27

Q21	One can be a good manager without having a precise answer to every question that a subordinate may raise about his or her work	2.80	2.60
Q22	Persistent efforts are the surest way to results	2.20	1.97
Q23	An organization structure in which certain subordinates have two bosses should be avoided at all cost	2.70	1.83
Q24	A company's or organization's rules should not be broken - not even when the employee thinks breaking the rule would be in the organization's best interest	2.93	3.27

It is the first step to calculate the mean score of each question. Many previous researches have shown that the answers of the 24 content questions are influence by the national cultures of the participants. This instrument and statistics are used at a country level, therefor the results reflect the average choices of respondents with same nationality, which doesn't mean every respondent of the same nationality would give the same answer.

There are still some disciplines and rules reflected by the mean scores. When observing and comparing the 4 content questions which belong to the same dimension of one specific countries, their mean scores are usually quite similar. For example, in table 2, Q1,Q4,Q6 and Q9 belong to the dimension of IDV. The mean scores of Chinese samples are 2.0, 1.93, 2.3 and 2, 2 respectively, Portuguese samples are 2.4, 2.4, 2.6 and 2.43 respectively. The 4 mean scores in the dimension of IDV are more or less at the homologous range between the two countries. When comparing the mean scores of the other dimensions, similar results are showed. However, they are usually uncorrelated among different dimensions.

The second step is utilizing the mean scores to calculate the index of each dimension. Hofstede's work offered the calculation method and the updated standard formulas for each dimension of VSM 2013.

Table 8 The formula list of national culture dimension index

Dimension	Formula
Power Distance Index	PDI = 35(m07 – m02) + 25(m20 – m23) + C(pd)
Individualism Index	IDV = 35(m04 – m01) + 35(m09 – m06) + C(ic)
Masculinity Index	MAS = 35(m05 – m03) + 35(m08 – m10) + C(mf)
Uncertainty Index	UAI = 40(m18 - m15) + 25(m21 – m24) + C(ua)
Long Term Orientation Index	LTO = 40(m13 – m14) + 25(m19 – m22) + C(ls)
indulgent Index	IVR = 35(m12 – m11) + 40(m17 – m16) + C(ir)
Remark	1)m07 is the mean score for Q7, etc. 2)C(pd)/C(ic)/C(mf)/C(ua)/C(ls)/C(ir) represent the constant (positive or negative) that depends on the nature of the samples; it does not affect the comparison between countries. It can be chosen by the user to shift the dimension scores to values between 0 and 100.

(Source from: Hofstede & Minkov, 2010.)

According to the formulas, the calculation results are in table 9 when ignored the constant factor. They represent some cultural differences between Portuguese and Chinese of the chosen group in the study. Comparing the results, to some extend Chinese participants have higher scores in the dimensions of power distance, masculinity and uncertainty avoidance than Portuguese participants. In the dimensions of individualism versus collectivism and long-term versus short-term orientation, both of them are at the similar level. But the score of indulgence versus restraint dimension from Chinese samples is much lower than the Portuguese samples.

It reveals that Portugal and China have different geographical conditions and historical background adding the wide variations between western culture and eastern culture. Nevertheless the participants from these two countries still have common points on values and behaviors.

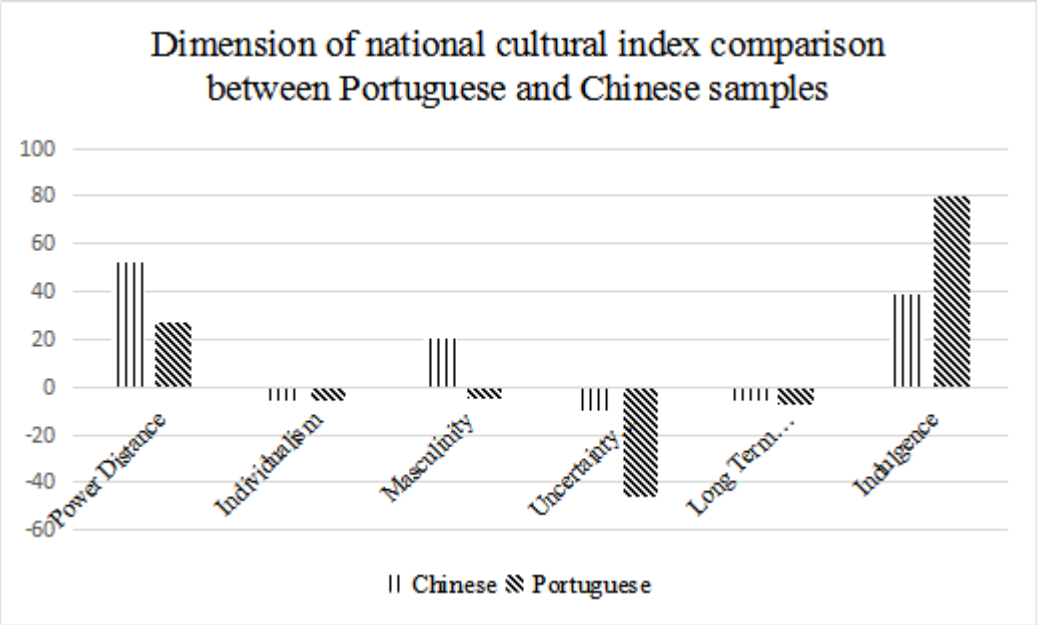
Table 9 The dimension index of Portuguese and Chinese sample

(ignore the constant)

Dimension of national culture	Chinese samples	Portuguese samples
Power Distance index	52	27
Individualism index	-6	-6
Masculinity index	20	-5
Uncertainty Avoidance index	-10	-46

Long Term Orientation index	-6	-7
indulgent index	39	80

Figure 1



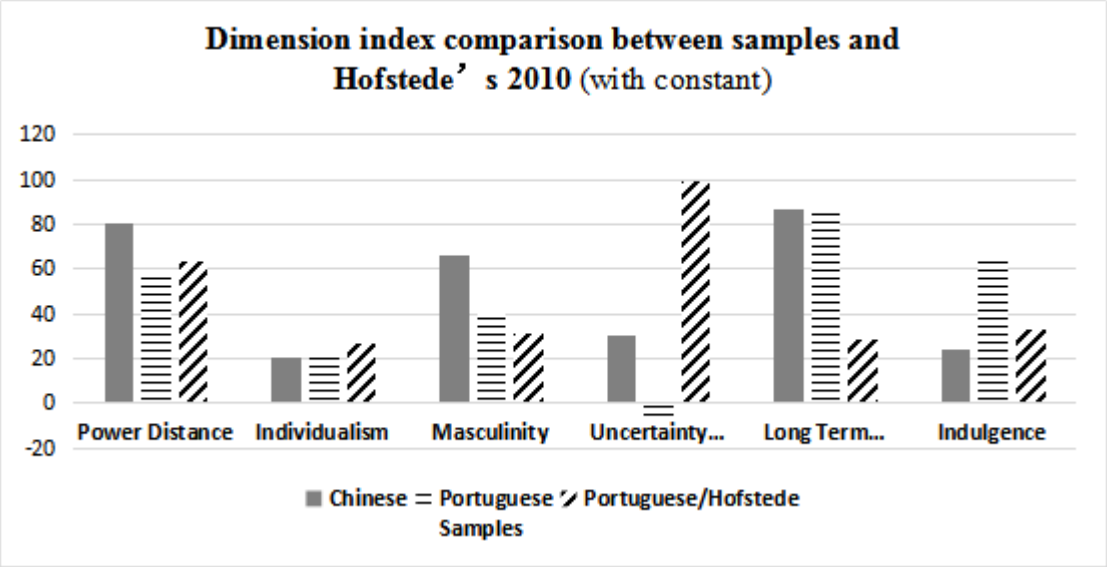
Taking the national cultural index of China from Hofstede's study (2010) as reference, after considering the constant the majority of the scores on both samples they are within 0 to 100, except from the uncertainty avoidance index of Portuguese samples. From figure 2, it obvious that the trends of power distance, individualism and masculinity between the samples and Hofstede's study for both countries are stable. Even the final scores are not the same due to different demographic background when comparing the original IBM employees and the other latest empirical studies on all relevant criteria. The development directions of them are coherent. Further, the distances of the gap for the dimensions of power distance, individualism, masculinity are more or less similar between the samples and Hofstede's results (2010). From some perspectives, they also reflect the stability of national cultures during the development of social environment.

Table 10 Dimension index comparison between samples and Hofstede 2010

(with constant)

Dimension of national culture	Chinese index of Hofstede's work 2010	Chinese samples	Portuguese samples	Portuguese index of Hofstede's work 2010
Power Distance index	80	52+(28)	27+(28)	63
Individualism index	20	-6+(26)	20+(26)	27
Masculinity index	66	20+(46)	-5+(46)	31
Uncertainty Avoidance index	30	-10+(40)	-46+(40)	99
Long Term Orientation index	87	-6+(93)	-7+(93)	28
indulgent index	24	39-(15)	80-(15)	33

Figure 2



When comparing the results of the questionnaire with Hofstede's results(2010) in the study, there are obvious differences in the dimensions of uncertainty avoidance, long-term versus short-term orientation and indulgence versus restraint. First, the results of both Chinese and Portuguese samples are much lower than Hofstede's study (2010). These results don´t come as a surprise. Due to the IBM research also reflected a situation like that the older stuff always had a higher uncertainty avoidance scores. His study had revealed that the uncertainty avoidance index is not correlated with occupations and genders, but has a direct relation with nationality and the average age of the participants. In the study, the average age of all the samples are among 20 to 29. It believes they are much younger than the IBM employees in Hofstede's study.

Figure 3

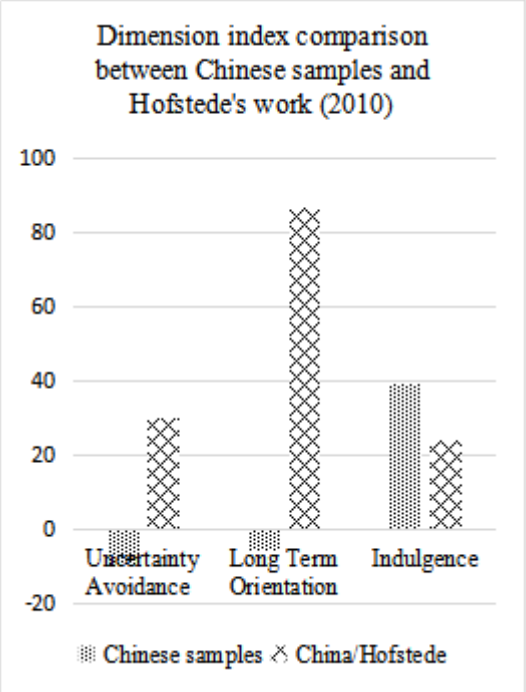
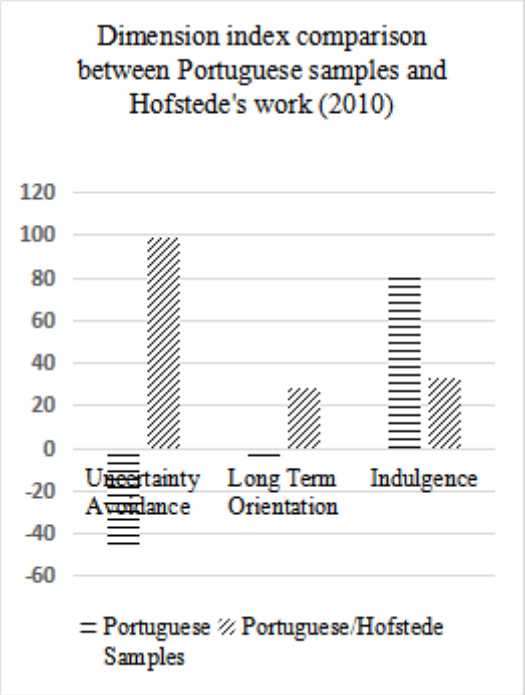


Figure 4



On the other side, a large data of Richard Lynn's analysis suggested that the uncertainty avoidance level of a nation fluctuated according to the possibility of wars. History also proved that similar cases such as financial crisis or political instability would cause changes in people's anxiety level. Let's look back to the social and economic development of Portugal and China in recent years. Both of the two countries have relatively stable political and social environment. Usually, a country with high uncertainty avoidance culture can not always tolerate minorities and aliens. Most of the countries that speak Neo Latin languages, including Portugal, had high scores in this dimension. In the 15th century, Portuguese people drove the Jews out of Portugal. For such a long time, there was only a single nation inside Portugal. However, there were some changes from the end of the 20th century. A large number of immigrants from ex colonies started to move and live in Portugal at that period, particularly from the colonies of Africa and Asia, including the Gypsies. In the past 5 years, new groups of immigrants with different nationalities moved and are now living in Portugal. The development of ethnic diversity makes an impact on the dimension of uncertainty avoidance in Portugal. This is also one of the factors that

explains the change of the Portuguese samples in this dimension. It might predict the tendency that lower uncertainty avoidance index might exist in Portugal in the coming future.

When referring to the Chinese society, there are no such obvious change on this case. From the perspective of economic development, it is accepted that China is the super star in the platform of international economy in the last 3 decades. China with a week uncertainty avoidance culture originated from its profound history and Buddhism background in a way justifies this difference from Portugal. The famous economist Simon Kuznets had showed that the relationship between the level of uncertainty avoidance and the growth rate of an economy is a negative correlation. That is to say, the economy of countries with week uncertainty avoidance culture would develop quicker than the higher ones. It reflects accurately the economic development trends of China and Portugal these years.

Although there are some changes on both countries, the characteristics of the core values in the dimension of uncertainty avoidance are still the same. For example, people in countries with week uncertainty avoidance culture are more proud of their own nationalities. Q19 in the table 7 shows the same result, the scores of Portuguese samples is lower than Chinese (2.23 < 2.5). Q15 in table 7, Portuguese samples have a higher score than Chinese when asking how often they feel nervous or tense (2.87 > 2.6). Therefore, the result of the samples in the dimension of uncertainty avoidance in this questionnaire conform to the reality. Comparing Portugal and China, the first has a stronger uncertainty avoidance culture than China. Both of them have the similar tendency from high to low direction.

Second, there are also large gaps on the scores of long term orientation dimension between Portuguese and Chinese sample and Hofstede's work (2010). This national culture dimension was born in the late 20th century and once was used to explain the rapid economic growth of the "Four Asian Tigers". It is the only dimension to have a significant correlation with economic development and growth. The dimension of long term orientation has a very short history. Even the thinking of Confucianism or religion and other factors such as political reason influences the

economic growth and plays the most important role on its development. The changing of current economic environment of Portugal and China societies also has impact on the directions of their national cultures.

China is a country with long-term orientation culture. Perseverance and thrift are looked as the core values of Chinese people. The achievement of its economic development in the recent 30 years is mostly attributed to these virtues belonging to the long term orientation culture and some similarities can be recognized for the success of the “Four Asian Tigers”. Until now, they still introduce and learn many experiences and technologies from western developed countries. Compared with countries with relatively short-term orientation culture including Portugal, they respect less tradition and get more innovations on the development of industries as well as the entire economy.

On the opposite side, Portugal experienced ups and downs in the development of economy in the recent 30 years. From the end of 1990s, Portugal’s economy had a continuous growth which was a direct the benefit from becoming one of the member of European Community in 1986. However, the latest European financial crisis caused a period of long time recession and the situation has not got much improvement yet.

Chinese people live in a much better economic and social environment than years ago, while the improvement of Portuguese people remain stagnant. The values and behaviors of the samples in the study clearly reflects the change on both of them. Q13,Q14,Q19 and Q22 in the table 7 are the questions in the group of long term orientation dimension. Among them, Q13 and Q14 have closely connections with the virtue of thrift which is the most significant symbol of countries with long-term orientation culture. In Q13, Chinese participants have a similar mean score with Portuguese, and even have a higher mean score than Portuguese in Q14 (2.9>2.6) for the conception of thrift (not spending more than needed). It tells that the Chinese participants consider thrift as not very necessary in current China society. It proves once again that economic development has strong relationship with this dimension and has large impact on the instant values of people.

Further, perseverance is the other important value in long-term orientation

culture. China is often a synonym of this characteristic. Comparing with the Portuguese samples, the score from Chinese samples of Q22 still reflects the same result: they hold stronger belief that persistent efforts are the surest ways to achieve results.

After all, economy of China underwent a more dramatic development than Portugal. Therefore, the results reflect a larger contrast within the chosen samples of China than Portugal. Under the precondition of their original rooted cultures, it predicts that the long-term orientation level of China might migrate from the direction of higher to relatively lower side and the tendency of Portugal might follow the way from lower to relatively higher side.

The final result indicates the dimension of indulgence versus restraint. The original scores of Portugal and China from Hofstede's work (2010) are 33 and 24 respectively. Both of them are restrain cultures have and a low side of indulgence. Comparing the results of Portuguese and Chinese samples in the study, the mean scores of them are higher than the original research. The mean score of Portuguese samples is 80, and the score of Chinese samples is 39. Both of their national cultures develop toward the direction from low to relatively high indulgent level. Although the changing of the values in this dimension still keep a stable pattern, Portugal still has a more indulgent culture than China (33> 24 or 80>39).

Dimension of indulgence versus restraint is a little different from the other dimensions of national cultures. It is influenced less by history and the differences can still be explained from the results of samples as follow. The indulgent level of different countries also would fluctuate accordingly.

Life control and the importance of leisure are the two main factors that estimate the happiness in this dimension. Particularly, the feeling that people are free to do as they like, freedom of choice and having friends to spend quality time with are important too. The dimension of IVR shows a weak negative correlation with power distance. Therefore, whatever the analysis, the results of the samples in the study or in Hofstede's study, present the same trends. Chinese participants have higher power distance culture and a relatively lower indulgent culture than Portuguese participants.

Although the samples in the study on the group with age from 20 to 29 showed a tendency of a positive development of Chinese values towards indulgent side according to the World Values Survey (2010-2014). Looking at the table 11, the percentages of how the importance of friends and leisure time in Chinese people's life which chose the answers of very important and rather important are 91% and 69.8%. What is more, 84.5% of the Chinese respondents though they were very happy rather than happy. Nowadays they reflect a high satisfaction of life from the respondents. According to the economic development and political stability in China, people's right of free choice is more tolerant than before. This tendency of indulgent culture conforms to reality.

Table 11 World Values Survey of China (2010-2014)

For each of the following, indicate how important it is in your life. Would you say it is:								
China	Total	Very important	Rather important	Not very important	Not at all important	Inappropriate	No answer	Don't know
Family	2300	85.7	12.8	0.5	0.1	/	0.7	0.3
Friends	2300	46.6	44.4	6.7	0.4	/	0.8	1.1
Leisure time	2300	21.2	48.6	24.4	1.7	/	1.3	2.7
Politics	2300	10.4	28.3	46.5	7.2	/	0.9	6.8
Work	2300	38.1	41.5	13.3	2.7	/	1.5	2.9
Religion	2300	2.6	8	29.6	49.8	/	0.8	9.2
Taking all things together, would you say you are:								
China	Total	Very happy	Rather happy	Not very happy	Not at all happy	Inappropriate	No answer	Don't know
Feeling of happiness	2300	15.7	68.8	13.3	1.1	/	0.5	0.7

(Sources from: World Values Survey 2015-04-18)

Except from power distance, the dimension of IVR also has positive correlation with short-term orientation culture. In the cultural background of short-term orientation in Portugal, people have more tolerance and indulgence than Chinese people. Especially in the western wealthy countries, including Portugal, people share the conception of enjoying life and having fun earlier and more thorough. In the safe and stable social environment of Portugal, it is easy to understand the higher score in indulgence than Chinese samples. For example, in the results of the questionnaire,

Portuguese participants considered a little more important keeping time for fun than Chinese. They also recognize themselves as a happier people than Chinese participants. When referring to the Q17 about the restrain level, this is also identical as expectated. Chinese participants feel more restraint than Portuguese when doing what they really want to do.

3.2.3 Results of The Questionnaires

After analyzing the questionnaire, we summarize the current national cultures of Portugal and China and these proved to be useful in the next chapter.

In the dimension of power distance, China has a higher score than Portugal. Both of them belong to high power distance cultures. In these societies, people accept the inequalities and they are easily influenced by formal authority, including parents, teachers, superiors and others.

In the dimension of individualism versus collectivism, both Portugal and China are collectivist cultures and are situated at the low side of individualism. They have nearly the same scores in Hofstede's study as well as in this questionnaire. People in these societies usually like to act in-group. They have loyalty and take responsibility for the member's in-group.

In the dimension of masculinity, compared with Portugal, China is a more success driven society and with a higher masculine culture than Portugal. Portuguese society has a feminine culture, people are more focus on the balance between work and life.

From the original research, in the dimension of uncertainty avoidance, Portugal presents a high uncertainty avoidance side and China a low uncertainty avoidance side. According to the changing of social and economic environments, both of them have lower scores in this study and Portugal has more significant gap towards the direction from high to low uncertainty avoidance level.

In the dimension of long-term versus short-term orientation, China has the long-term orientation cultural background and Portugal has the short-term orientation cultural background. However, they reflect a completely opposite tendency in the questionnaire. The development direction of long-term orientation culture in China

leans from the high side towards the lower side. Nevertheless, this culture in Portugal follows the direction from the low side towards the relatively higher side.

In the dimension of indulgence versus restraint, Portugal and China belong to societies with restrain culture. The level of indulgence in Portugal is a litter more tolerant than in China. The development tendency of indulgent culture from both of them follow the direction from the low side towards the higher side.

4. Cross-cultural Tourist Behaviors Analysis and Suggestions for Portugal Tourism Mainly to Chinese Tourists

International tourism has become one of the most important industries in the world. Particularly in the last 10 years, the development of tourism grew rapidly. According to the development of international transportation and science technology in a relatively stable political environment all over the world, it can be predicted that the prosperity of international tourism will last for a long time. It will continue to play an important role in the development of economy, and Portugal is a perfect example of that. The pattern of global tourism is also changing with the countries' economic and political development at all times. Some developing countries have become the most potential tourist source markets such as China and another Asian countries.

It is said that tourism and relevant industries are becoming the economic engines of many countries, including plenty of developed countries. In order to catch the opportunities, the management and marketers of the destinations should fully recognize the different needs of tourists from different cultures, so they can design suitable strategies and travel programs to satisfy their target customers.

Many empirical studies have confirmed that *cultural differences reveals its significance in terms of explaining the behavior of consumers and designing efficient marketing strategies and tools* (Keegan, 1984; Usinier, 1993; Weiermair, 2000). It is the same in tourism, when looking at the travel programs as commodities, the tourists are the customers who purchase them. The background of cross-cultural studies is widely used in the universalization of globalization and it is also cited by some scholars in international tourism study. The research of Pikkemaat and Weiermair (1999) showed that *the tourists' expectation toward tourism service quality is partially derived from their cultural background.* The significant relationship between cultures and the cognition of service quality have been confirmed by Winsted (1997), Mattila

(1999), Furrer (2000) and some other researchers. The studies between cultures and marketing also has been extensively used (Chan and Rossiter, 2003).

However, to some extent, the effect of national cultures on tourist behaviors is ignored and underestimated by tourism operators. The study, under the analysis of Hofstede's national cultural dimension theory, tries to offer more details on tourist behaviors based on cultural differences between Portugal and China. Then some suggestions will be provided to Portugal as a travel destination, on how to improve satisfaction of Chinese tourists and how to attract more target groups from China.

4.1 General Situations of Outbound Tourism in China

It is no doubt that Portugal is a travel destination and Portuguese people are the main tourists for its domestic tourism. For the international tourism market in Portugal, most tourists still come from EU countries such as the UK, Germany, Italy and Spain. However, the number of Chinese tourists are increasing in recent years. It is predicted that the tendency will continue in the coming future. Chinese tourists might play a more significant role on Portugal's tourism and economic development. In order to better catch up the opportunity to stimulate local development in Portugal, it is necessary to understand better the situation of Chinese outbound travel market and their features.

From the latest <Chinese International Travel Monitor Report> (CITM) which is released by Hotels.com and the leading market research institute IPSOS, there were more than 120 million Chinese people that traveled abroad in 2015. It is 20% increase than 2014. China has become the largest outbound travel market for two consecutive years in the world. Although there are a very large number of outbound travel tourists, the number of people who own passport only accounts for 5% of the total population in China. It shows a high potential growth space in China outbound travel market.

With the development of economy, the average disposable income of Chinese people is rising quickly. In addition, with more public holidays and convenient conditions on visa application, experiencing a better life standard and the changing of spending patterns are reasons for the changing of Chinese people's traveling conceptions and behaviors. The items below are some outstanding features and trends

of Chinese tourists reflected in the latest CITM report:

1) In China outbound travel market, the female tourists are in the leading role. In the first half year of 2016, 58% of the tourists were female, it is 16% higher than male.

2) Young people gradually become the main force of China outbound travel market, 60% of them are under 40 years old. Particularly, the growing influence comes from the "millennials" who are between 18-35 years of age. Most of them has high educated background.

3) More and more people believe that travel is an essential part of life. Two thirds of the respondents replied they are willing to spend one fourth of their income in tourism.

4) Due to the high popularity of internet and smart phones in China, 74% of outbound tourists rely on internet and social media tools when searching for travel information or for reserving service in traveling and 62% are booked by mobile devices. These reasons make Wi-Fi accessibility the most important service required by Chinese tourists.

5) The demand of group trips has been reduced and the patterns of independent travel has become the main trend. More than half of the tourists chose independent travel during their outbound travel in 2015 (Sources from: <Research of independent travel of China's outbound tourism market 2016>.)

4.2 Cross-cultural Tourist Behavior Analysis and Suggestions

Despite the years after publication, Hofstede's study and national cultural dimensions still provides useful insights for studying Portuguese and Chinese cultures, but we still must recognize that the adaptive nature of cultures allow changes according to the changing of social and economic environment over time. In the process of globalization, although many Asian countries belong to eastern culture, to some extent, their value system and social norms are partly influenced by western culture, migration and economic development (Tan, 1981). Just like the results of some researches in the development of globalization, many western people think they are experiencing the process of Americanization. On the other hand, people from eastern countries think they are experiencing the process of westernization. It is well

known that culture has its stability. However, the changes of social and economic environments or even political situations are more dynamic and frequent in the world now comparing to the frequency of the same events on the past. Therefore, is necessary to monitor and follow the tracks of culture and behavior changing of each country or nation in time in order to promote economic and business development.

It is known that national cultures have significant impact on determining what is important to tourists, how they make choices and what benefits they seek. In this chapter, we combine the results of the questionnaire in the study and the current development trend of China outbound travel market, using Hofetede's national cultural dimension theory to analyze tourist behaviors. In both, we defined Chinese people as the international tourists and Portuguese people as both domestic tourists and hosts in Portugal tourism. Reasonable suggestions will be provided to improve the satisfaction of tourists and to attract more Chinese tourists to Portugal.

4.2.1 Tourist Behaviors on Power Distance and Suggestions

As the results mentioned, both Portugal and China belong to strong power distance culture, but Chinese culture has a higher score than Portuguese. When discussing the tourist behaviors in this dimension, we have to talk about the "power" of tourists.

In a society with low power distance, people in different positions or in different classes seem to be more equal and interdependence with each other. On the opposite, in a strong power distance society, higher positions or classes have the ultimate decision-making power. These differences are reflected also on the power of tourist behaviors with different cultural background.

In the tourism sector, tourists often act the role of higher positions, just like the superiors to the subordinates or parents to their children. If the hosts provide the products and services in tourism, then tourists are the customers of their commodities. There is a proverb in China says "Customer is God" or "Customer is the King". From these two sentences, one can deduce that the status of customer is on the top in China. In Hofstede's study, China nearly had the highest score in the dimension of power distance. Even if the level of power distance might influence economic growth, the

“power” still make profound impact on people’s life and as same as on tourist behaviors.

Similar with the study of Furrer (2000)*, in a society with strong “power distance”, the service providers rely upon the consumers who thus obtain “superior power”.* In a society with strong power distance culture, it is taken for granted that the consumers would expect the service providers to have less power. Especially, the service industries become more and more important on the development of economy and in the rising concept of service philosophy. In China, consumers expect to receive excellent and first-rate service is common. Statistics refer that the majority of Chinese tourists’ purpose for outbound travel is leisure. Thus, good quality service is very important to leave a good experience and impression to Chinese tourists. If they are neglected during the travel, it would easily reduce their satisfaction.

Besides, with the culture of strong power distance in Chinese society, in most cases, the superiors want their subordinates to obey the ideas or orders from them, which represent their status meanwhile reflecting the respect from the subordinates. Malhotra (1994) mentioned that in the societies with strong power distance culture, people always pay attention on personal contact when evaluating service quality. That is to say, when providing service to Chinese tourists, the necessary care about their opinions and special service offer to Chinese tourists during the process are skills necessary to improve their satisfaction. Service providers must execute what they have promised and assist tourists to solve problems immediately. Of course, offering service over their expectation is the best way to increase their satisfaction. Whereas, if one is unable to provide the service or meet the requirements, please remember don’t mention it on your list, otherwise it will create a great degree of in dissatisfaction.

Under the strong power distance culture, representing higher status and express differentiation are the key motivations which influence Chinese tourists on making decisions and choosing the travel destination. Portugal is a western country, it has many differences from China, but it has more or less similar things to the other European cultures and coutries. From this aspect, Portugal as the destination, must find out its unique product or characteristic and pack it as the special travel strategy or

program to attract Chinese tourists. It should give a distinctive idea to Chinese tourists making traveling to Portugal a unique experience.

Suggestions:

When considering improvements trough the perspective of the dimension of power distance could increase the satisfaction of both Portuguese and Chinese tourists. Portuguese people, as hosts, hold the similar concept of "power" and "inequality", which helps to understand their work and the behaviors of Chinese tourists. They also should provide good quality and more intimate service relying on the connection with tourists.

Tourism is a very special sector, it almost relates to all the service and leisure industries. Hotels, restaurants, shopping centers, museums and other organizations, should follow the "power" and try to provide whatever tourists seeks in their travel experience. Below are suggestions on how to focus the improvement of the service quality and tourist experience in order to reach the goal of enhancing tourists' satisfaction in Portugal.

1) Improve the equipment and materials for tourists. The research of CITM 2015 showed wi-fi is the most necessary service required by Chinese tourists. It is also crucial to have Chinese guidelines as well as travel maps, hotpot, slippers and so on. If the capital is limited, having stable and quick speed Wi-Fi internet within the service range should be always the top requirement for all the service providers.

2) Ensure that there is staff that can speak Chinese or at least English to serve and follow their Chinese tourists. Chinese tourists might not be so familiarized with the cultures and customs in Portugal, even though they have already collected or read some information before their journey. A detailed introduction, kind assistant and prompt action denote respect for them. Furthermore, service providers should be consistently courteous, protect customers' face, make them feel important and try to establish friendly personal connections during their visit.

3) Offering extra service enhances the surprise and satisfaction of Chinese tourists. For example, preparing a special gift in the room and providing milk to tourists when they come back at night or offer local meals with special design will easily make

Chinese tourists appreciate and value not only the service but also the unique experience of Portugal´s tourism.

4) Cooperation with local organizations in order to create a service portfolio which not only can meet different kinds of tourists but also increase revenues. The hotel is always the first stop when Chinese tourists arrive in Portugal. According to the target customers themselves, hotels can cooperate with the same level organizations and provide one-stop service. If tourists follow their arrangement, they can enjoy special theme taste in specific restaurants or entertainments in order to satisfy their requirement of status and differentiation consistent with strong power distance culture.

4.2.2 Tourist Behaviors on Individualism versus Collectivism and Suggestions

Despite living in different social environments, Portuguese and Chinese people have similar scores in this dimension. Both are perceived as collectivist cultures, *people in these society tend to closely connect with others and concern more about the group than individual* (Hofstede and Bond, 1988). They emphasize group benefits and the empathy among the relationship.

The formation of this dimension is deeply influenced by history. When talking about Asian tourists, people would easily recognize that they like to take group travel and enjoy group activities during traveling (Cho, 1991; Wong and Lau, 2001; Reisinger and Turner, 2002). To some extent, China shares some similar cultures and values with Asian countries. Regarding tourist behaviors, for example, Japanese tourists tend to expect infrastructure for groups (Ritter, 1987) and Korean tourists are loyal to their social cultural identity (Cho, 1991).

Many researches have demonstrated that tourists of collectivist cultures prefers traveling in group, including Chinese tourists, however, the pattern of travel in group is changing according through time and social development. As Wong and Lau’s study in 2001 referred, Chinese tourists reported the preference of traveling in group with all-inclusive package tour, especially in an unfamiliar environment. Yet, in 2008, the growth rate of independent travel had exceeded the packaged group travel of outbound travel market in China (Source from: China National Tourism

Administration, 2008). Nowadays, the latest report of Analysis Company in 2016, showed that more than 50% of Chinese tourists choose independent travel during their outbound journey. From the statistics of the World Tourism Organization, not only in Asia has the trend of independent tour gradually replaced the group package tour worldwide. Trying to realize and understand the target tourist behaviors is key to prepare for the tendency of independent travel and crucial for Portugal tourism in the coming future.

In current Chinese society, middle class and “millennials” are the main groups of outbound travel. Particularly, the younger generation has more opportunities to work and study aboard. They have higher education background, better foreign language skills, more disposable income and they are willing and eager to explore western culture. All the factors above enhance their ability and confidence to enjoy independent travel overseas. Similar to the conclusion of Kim and Jogaratnam (2003), Asian university students have similar travel activities preferences as American university students.

Anyhow, we can not ignore the collectivist culture of Chinese tourists. Today most of the older people still prefer group travel with all-package tour. Although the younger generation prefers independent travel than group travel, they still enjoy group activities during travel. In 2015, only 29.9% Chinese tourists traveled alone. The majority of them still like to travel with family members, friends or colleagues.

Besides, people with collectivist culture have strong connection with the member in-group in their life. They emphasize belonging and loyalty. This is reflected on tourist behaviors. For example, Chinese tourists like to purchase traditional products or special gifts at a travel destination and offer them to people to whom they care. Most of them can not leave their in-group member for a long time. They rely strongly on social network to share information and to keep in touch during traveling. From this aspect, if the travel programs benefits most of the in-group members, it attracts motivation to the potential tourists who intent to go outbound travel. A common case is in a family of three, the parents like to travel with their little child during the summer holidays. Plans which contains activities for children will probably be the

priority choice for them.

When referring to the motivation of decision making and brand choice, people of collectivist culture are more loyal than people of individualist culture. In addition, Chinese people have also a high-context culture. Many symbols, signs and some indirect communication are commonly used and they play significant effect on people's decision-making. Therefore, Portugal as an emerging travel destination to Chinese tourists, must create and keep the sustainable reputation and concrete features of travel products and brands.

Suggestions:

Portugal is a country with a very long coastal line, as the travel destination it has many favorable conditions such as good weather, bright sunshine and beautiful beaches, some famous islands, the world's top quality resources for the activities of golf and surfing. The tourism sector should fully use the natural resources and combine it with the cultural and historical heritages in order to exploit and diversify travel programs meeting the expectations of different types of tourists.

When facing tourists from a collectivist culture, such as Chinese and Portuguese tourists, we can identify some common types: family group, friend group, lover group, members with same hobby. "You can't have your cake and eat it too". Portugal can not satisfy all types of tourists, but it can make use of its strengths to attract some specific tourists and push for a sustainable development. For example:

1) Develop travel plans for the families who have children who love football or groups of people who enjoy the game. These programs can be: to visit the hometown of some famous football stars in Portugal, to visit the football clubs and their respective museums, to join the special football activities and training, to watch a live football match and some other activities related to football.

2) Develop special travel plans for couples like wedding photography. Sunshine and beach, sunset and the sea, the romantic Cabo da Roca which is located at the western end of Europe and the beautiful Sintra Castle are some of the symbols of romance and happiness. It is very expensive if the tourists book the wedding photography service in China and bring the staff to Portugal. If Portugal could offer special plans including

the local service for those tourists, it would be an interesting and a creative way in the travel. Don't forget that the female tourists play an important role in China outbound travel market, catching the heart of them represents half of the success.

3) Develop travel plans for the luxury tourists. With the economic development, some elites of Chinese tourists pursue the style of high consumption and enjoy life in travel. When facing this group of tourists, these travel programs should include at least but not only the luxury hotels, the best taste food, a yacht party in the sea trip, golf activities with personal coach and other high class service and experiences. If they have detailed items for choice, some target tourists should enjoy them during their travel. These might be the potential plans not only for the luxury Chinese tourists, but also luxury type of tourists from all over the world.

4) Develop more specific theme travel items for target tourists and exploit their extension products. In order to attract more tourists with collectivist culture including Chinese and Portuguese local tourists, operate and manage the theme travel products as irreplaceable brands to keep customer loyalty.

4.2.3 Tourist Behaviors on Masculinity versus Femininity and Suggestions

Based upon the results in the study, Portuguese people tend to have a feminine culture, and the culture of Chinese people is closer to masculinity. The most obvious tourist behaviors and values that are reflected on this dimension are the desires of material.

Tourists with feminine culture, like Portuguese, *may concern mainly about the personal feeling or interpersonal relationships and care less tangible and non-monetary outcomes* (Thatcher, 2003). When treating with the local Portuguese tourists in Portugal domestic tourism, the suggestions for the dimension of power distance are also suitable here.

In contrast, the tourist behaviors and values of Chinese tourists with masculine culture are totally different. The visible acquisition and material achievements are important to them, especial in today's Chinese society, such behaviors make them feel happy and enjoyable. Consequently, from this perspective, it is easy to explain the crazy shopping behaviors of Chinese tourists during their outbound travel nowadays.

For Chinese tourists, the pleasure from shopping oversea is far beyond the ordinary shopping behavior. Material success is regarded as one of the most important things in masculine society (Hofstede, 2001). Traveling aboard, purchasing top quality products, collecting the work art and enjoying the exotic foreign environment are all ways to demonstrate their achievement. They recognize these are the symbols of success.

Therefore, when discussing tourist behaviors of masculine culture, it has to be emphasized the enjoyable experience of money-spending and shopping. In this case, Portugal should focus on improving the shopping environment to increase attraction of Chinese tourists and to enhance their satisfaction for further desires to travel to Portugal again.

Suggestions:

Although Portugal has abundant resources as travel destination, it is still a small country when compared with another European countries. Whatever the population and the domestic consumption power it always on a relatively small scale. To increase the attraction of Chinese tourists with masculine culture, they should invest on improving the shopping experience from the existence infrastructure and shopping malls but not build more new entertainment and large shopping centers to cater the rising tourists from China.

In 2015, the shopping expense of Chinese tourists took account for around half of the total cost of international outbound travel market. With the increasingly mature of China outbound travel market and the development of domestic cross-boarder purchasing services, the demand of outbound shopping from Chinese tourists must be less in some periods of the future. Particularly, Portugal is not the traditional fashion market, the competitive of it is not enough comparing with other popular European countries, such as France, Italy and the UK. When the trend declines from the climax, the surplus shopping resource and infrastructure would be wasted.

The most important thing that should be done is to provide extreme purchasing experiences in the stores or shopping centers which possible face Chinese tourists.

1) Integrate the resources and avoid too many similar brands or products.

2) Special decoration and product display in stores to make customers enjoyable

during the purchasing or even during window shopping.

3) The souvenirs shops near the shopping districts, for it is convenient for tourists to select the gifts together when shopping.

4) Develop an area or professional platform in the main shopping districts to show the products of Portuguese brands. Portugal has some high class and good quality local brands, but few Chinese tourists know them. Purchasing Portuguese excellent products is a win-win situation for both Portugal and tourists.

4.2.4 Tourist Behaviors on Uncertainty Avoidance and Suggestions

Hofstede had mentioned the differences in the dimension of uncertainty avoidance are potentially the most significant factors in international issues. It is related to people's tolerance for risk and acceptance behaviors. For the same reason, risk also exists in the international tourism (Yavas, 1990). People from their homeland travel to another countries where they are not familiarized with many situations therefor unknown risks can happen from the moment one starts to plan the travel until the trip is finished.

In the international tourism, online purchase behavior is most influenced by the dimension of uncertainty avoidance. With the development of electronic commerce and internet, more and more tourists reserve and buy the related travel services and products using internet and mobile devices instead of purchasing from traditional tour operators. This represents that people's habits and lifestyle are changing. However, purchasing online has usually a greater degree of uncertainty than shopping in traditional, physical establishments (Suki and Suki, 2007). Cheung shows that *individual characteristics such as perceived risk and trust are among the most important determinants of consumers' purchasing behavior* (2005). It is same in the international tourism sector. For example, tourists don't know whether the travel services or products meet their requirements or not and whether it is as similar as mentioned on the internet. Furthermore there is always a doubt that the travel services and products are worth the price. Obviously, there are different behaviors of tourists from the cultures with different level of uncertainty avoidance.

The degree of uncertainty avoidance would fluctuate with the rising age and the

changing of social environment. As the results in the questionnaire show, the uncertainty avoidance levels of both Portuguese and Chinese samples are much lower than Hofstede's study (2010). When making the marketing strategies and new travel products, we can take them as reference for the development tendency of uncertainty avoidance in Portugal and China societies in the coming future. Considering the actual situations of both cultures, we still recognize Portuguese tourists have a higher level of uncertainty avoidance than Chinese tourists.

Portuguese tourists with higher uncertainty avoidance culture are not adventurous, they care more about the context which the service providers are described on the internet. Simple to say, their main concern are the promises made by service providers (Lee and Joshi, 2007). The risk awareness will have negative impact on their perceived quality of the products or services. Therefor the information described online would influence the decision-making of tourists with high uncertainty avoidance culture when they reserve or purchase the travel products and services.

Grewal's study (1998) showed that the price is also the significant factor to influence the decision-making and the perception of service quality of tourists with high uncertainty avoidance culture. It is called perceived financial risk. The higher the price for their expense on traveling, the more is considered a financial loss. Thus, it would make a direct negative effect on their satisfaction.

Another tourist behaviors most influenced by this dimension from Money and Crotts's research (2003) are external search behavior, trip planning, travel party characteristics and trip characteristics. Tourists from high uncertainty avoidance culture rely more on friends, familiar members, travel offices and tour agencies to acquire the travel information. They tend to use "mouth to mouth" communication for security and for avoiding risk. Further, they can not bear the uncertainty, so the result showed that they may spend less time for on planning the travel. The length of the preparation period is considered to be an important factor for the destination marketers to promote their travel products and services to their target tourists. Referring to the trip characteristics, tourists with high uncertainty avoidance culture

usually prefer per-packaged travel items than those with low uncertainty avoidance culture. Finally, there is not much correlation with trip party characteristics.

On the contrary, Chinese tourists with lower uncertainty avoidance culture are more tolerant of risk. They are more willing to try the unknown things. They are not so sensitive to the description of the products or services online. At the same time, satisfaction and perception of the service quality in traveling are less influenced by price. From their perspective, a higher price of travel products usually represents a better service and greater quality standards, but not a higher level of risk. It reveals that price is not a significant factor for tourists with low uncertainty avoidance culture when they plan and purchase decision online.

From the perspective of external search behavior, the research of Money and Crotts (2003) showed that tourists of low uncertainty avoidance culture prefer to use travel guides and more easily accept the information from marketing dominated sources, such as promotion and advertisement. It is consistent with the report from consultant company IPSOS. The most common and popular marketing sources for Chinese tourists are the tools of social network such as “weibo”, “wechat” and “blogs” of large travel services and information corporations. These patterns of information contain a large number of travel guidance and details. The percentages of tourists that used a computer and mobile device to plan to design their travel schedule are 90.52% and 81.1% respectively (Sources from: <Chinese citizens’ outbound (urban) tourism consumption market survey report>). Besides, the good reputation of the professional travelers and the people who had visited the destination is also significant on the tourists’ decision-making. In addition, people with low uncertainty avoidance culture always enjoy and take pleasure on the process of planning and designing their trips. Chinese tourists are willing to spend time on arranging the travel details and they find it enjoyable. Generally, compared with Portuguese tourists, Chinese tourists generally start to plan and arrange their travel earlier. That is to say, in order to achieve large benefits, the service providers of the destination should design separated promotion strategies according to the habits of tourists with different level of uncertainty avoidance culture.

On the other hand, there is a tendency called “consumption upgrade” behavior in China’s outbound travel in 2016. Most Chinese tourists tend to make their journey more relax and comfortable. The average time on staying at the same city is longer than last year, reaching 2.3 days per city. The travel pattern of Chinese tourists is changing from giving a hurry glance at the scenic spots to having an in-depth tour. For some special travel destinations such as beautiful islands or famous cities, the time even extend to one week or more. All above are consistent with the studies in the dimension of uncertainty avoidance. Nowadays, with more confidence themselves, Chinese tourists are less influenced by the ambiguous or unknown situations when traveling to strange countries. They regard it as just a piece of cake. Usually, people of low uncertainty avoidance culture would visit more places and spend more time in the journey than those of high uncertainty avoidance culture.

When referring trip characteristics, in low uncertainty avoidance culture, regardless the choice to travel alone or in group, tourists prefers to order the car rental service rather than per-packaged tour. This situation is similar to the travel tendency of Chinese tourists today. They enjoy to control the pace of the tour by their heart instead of having guides.

Suggestions:

Tourists with high uncertainty avoidance culture have different behaviors and perception values in traveling from those with low uncertainty avoidance culture. In the tourism of Portugal is important to clear the factors and principles about how different types of tourists do their decision-making and choices before and during the journey. These can help the related service providers to understand and know how to prepare specific strategies in order to satisfy tourists with different levels of uncertainty avoidance culture.

Portugal as the travel destination, must figure out how to attract more Chinese tourists and how to improve their satisfaction. Even with very low score of uncertainty avoidance in Chinese society, this never means no risk or that they will accept every unknown thing.

Perhaps, Portugal is one of most the popular travel destination and a good place

for vacation in most western countries. It is becoming also an emerging destination to Chinese tourists, despite many of them know very little about it. Based on the characteristics of Chinese tourist behaviors in low uncertainty avoidance culture, below are some suggestions provided for reference.

1) Portugal tourism sector and the related local service providers must look themselves as a new product and should manage to study and collect more information about China´s market. First, use the mainstream medias in China to introduce their cultures and travel information letting potential tourists know more and feel more interested about Portugal. Make full use of the internet and mobile devices for it is well-known the high rate of internet popularity in China. Particularly in the international tourism, relying only on establishing offices or employing Chinese products to promote Portugal tourism are not enough. The service providers in Portugal should use the local and popular channels of Chinese people through internet to communicate and try to connect with them. Second, try to attract people with more creative ideas and use a dynamic way to arouse their attention.

2) The service providers which seek Chinese tourists should design a sincere and special Chinese translated version of their website. The needs and concerns of tourists with different cultures or nationalities are not same so only making a simple translation without taking into consideration the tourists behaviors and cultural characteristics is useless and an inefficient way to attract potential tourists. For example, due to the higher degree of uncertainty avoidance of older people than the younger generations, increasing the section of interaction or feedback from customers on the website can reduce the feeling of anxious from the target group of elder Chinese tourists. Providing more useful information about the surrounding entertainments and special experiences in Portugal, it can increase, to some extent, its attractiveness to the younger Chinese tourists.

3) Make regular researches and analyzing the feedback from Chinese tourists adjusting the promotion strategies accordingly. The plan period and the factors that influenced the decision-making of tourists with different level of uncertainty avoidance culture are different. The service providers in Portugal should follow the

rules and habits of Chinese tourists to launch their promotion strategies. In order to leave enough time for the potential tourists to prepare and plan their travel schedule, they should issue new travel products at specific period, for instance, two months before the golden holidays in China.

4.2.5 Tourist Behaviors on Long-term versus Short-term Orientation and Suggestions

Many people may consider this dimension to be usually used to describe situations in business or trade relationship. To some extent, travel is just the accidental event of tourists which depend on their time, money and mood. However, academic research had proven that cultural values of users' country of origin have large impact on their choice for different products or services. In fact, every decision-making for reserving service, purchasing online or dealing with real-time transaction in traveling represent the business between the tourists and the service providers. Therefor the importance given to this dimension plays a significant effect on the process.

Portugal tourists with short-term orientation culture tend to regard immediate gain and efficiency as the most important things. For example, tourists of such kind hope to get answers and acquire useful information as quickly as possible when they book the hotel service online. They pay more attention on the instant benefits and enjoy the moment in the present travel. They care less about the future and have less loyalty than tourists with long-term orientation culture. Thus, tourists with short-term orientation culture prefer a large discount at once or maximum choices for service rather than any other patterns of future oriented.

This dimension first appeared in the background of the study about the reasons behind the economic growth of Asian districts at the end of 1990s. Particularly, China is one of the typical representative of long-term orientation culture. The results of the questionnaire in the study prove again that the economic growth rate and the score of long-term orientation index are correlated. This also has a great impact on the tourist behaviors.

Chinese tourists value interpersonal relationship a lot. They tend to establish and keep long-term relationship in traveling. Especially the service providers of foreign travel destinations entering in the China outbound travel market must build a relationship of trust with them and a special personal care as well as a deep connection. This is key to attract potential tourists. Gilbert and Tsao (2000) stated that the long-term relationships add more value for customers than the core product could provide alone. A correct use of the ethical practice of long-term relationship in the strategies on marketing and operating will yield twice the result with half the effort for Portugal´s tourism when targeting Chinese tourists. Once established the long-term relationship, the loyalty of tourists would be formed and will have a positive influence in their choice in the future.

Besides, people with long-term orientation culture are usually willing to sacrifice the immediate interests to secure the future benefits. Frankly, the website is the first impression of the destination and service providers to Chinese tourists. In order to attract the tourists and spark interest about Portugal tourism, the operators should concentrate on the content and design of the layout on the website. Tourists of long-term orientation culture will spend more time on browsing the website while making decisions for their future plans.

Suggestions:

Most of the time, tourist behaviors are influenced not only by one dimension of national culture. There are the comprehensive reactions by several dimensions. In order to improve the experience and satisfaction of tourists with long-term orientation culture, some suggestions were already mentioned in the previous sections, such as the improvement of the service quality and maintaining interpersonal relationships with tourists and so on. Besides these suggestions, there are still some advises that focus on catering the tourists with long-term orientation culture.

1) Portuguese service providers have to set the strategies and travel programs based on the idea of future orientation. An effort to understand and to connect to the characteristics of long-term oriented values is critical. This includes the content of the website, advertisement and the descriptions of experience or achievement from the

services. For example, when designing the promotion of surfing activities in Portugal, they should emphasize the charm of nature, the competence of the coaches and the joy of playing with the wave and at the same time highlighting that surfing will be one of the most popular sports in summer all over the world. Portugal has the most suitable beaches for surfing and if tourists learn here, they would become very skilled and will enjoy the best surfing experience not only in here but everywhere they might go in the future.

2) Establish loyalty programs of the destination and service providers. The simple example is the earned points and member system of the global hotel chain. Even if the majority of the service providers operate independent and without any branch elsewhere, they can cooperate with the related industries in order to establish a program that if tourists purchase the products or services from the members then they can obtain discount, earn points, special services and other specific benefits. More members and a wider the network might attract tourists with long-term orientation culture. For example, a Portuguese hotel could collaborate with the same level hotels in the other cities inside or outside Portugal increasing the opportunities for tourists to choose their service when planning a travel to Portugal or any other place which has member hotels. The other case is when the tourists travel to another places or countries. If they were pleased and enjoyed the services provided, they might choose Portugal on their next travel plan. Of course, a reasonable agreement and excellent service quality are always the basic requirements for the long-term relationship between the service providers and tourists.

3) Provide clear warranty service to tourists. As well-known, tourists with long-term orientation culture tend to establish long-term and stable relationship with others. If Portugal tourism industry and the related service providers can provide a clear and detailed declaration to guarantee the rights of tourists, it would build up confidence with tourists with long-term orientation culture no matter whether they use it or not. The feeling of security has a positive correlation with the tourist satisfaction when traveling abroad.

4.2.6 Tourist Behaviors on Indulgence versus Restraint and Suggestions

The sixth dimension of IVR might be the most abstract national culture when compared with the others. The World Values Survey once cited two questions to describe its content: one was asking people “how satisfied they are with their lives”, the other was “how happy they feel”. Happiness, life control and the importance of leisure are the most significant factors reflected in this culture. All of them also have large impact on tourist behaviors.

As mentioned above, both Portugal and China tend to be restrain cultures, but they are more tolerant for indulgence nowadays than before, especially when focusing the young generation. When referring to tourists in a restrain society, the underlying cultures like the informal norms and regulations, have a deep effect on tourist behaviors everywhere and every time.

From the perspective of happiness, some researches show that tourists with *high restrain culture would have negative effect on quality-consciousness* (Atieh Bathaee, Koitenhager Landstraβe). People from restrain societies are less likely to remember the positive emotions (Peter Kuppens) and more susceptible to remind the negative experiences (Ulrich Schimmack, Shigeiro Oishi, Ed Diener). Meanwhile, the restrain culture sometimes has a positive correlation with thrift. Particularly in traveling, money limitations are easily reflected on tourist behaviors. Tourists with restrain culture will mostly spend money within their control. Their spending willingness and satisfaction of the services or products would logically decrease with the raising of prices (Atieh Bathaee, Koitenhager Landstraβe). It can be explained that during their outbound travel many Chinese tourists would feel happy and satisfied on buying luxury products with a lower price compared with the prices in China. If the price overseas exceeds the national one, they will decisively give up buying. To some extent, tourists with restrain culture hardly approve unfamiliar foreign things. For Chinese tourists, these situations often happen in food tasting. Many of them are not able to enjoy foreign food and sometimes miss the “taste of Asia” when traveling to western countries. As well-known, tourism is an industry which has strong correlation with the subjective feeling of well-being. They should manage to maintain good

impressions and try to reduce bad experiences to a minimum.

Regarding the aspect of life control related to tourist behaviors mainly embodies the desire and compulsive buying comportment in the journey. Simply to say, tourists with high indulgence culture, tend to do everything they like without thinking too much. However, tourists with restrain culture will feel underlying insecurity and it is perceived wrong if they indulge in enjoying during traveling (Y. Kim & S. Kim, 2010, Hofstede, 2010). The roots of the restrain values becomes the invisible burden of people. For example, Chinese tourists tend to encourage the pleasure and enjoyment which don't interfere with the benefit of the group and community. They will ensure their behaviors and results are coordinated with society (Gergana Nenkov, Maura Scott). Even when purchasing luxury products, they tend to choose to favor one from the most popular brands of their generation or in-group, opposed to the one they like best. Because most of the Chinese people can not stand being isolated, the good interpersonal relationship is considered as one of the most important and informal rules in China society. The related industries of Portugal tourism sector should pay more attention to the preference of the target of Chinese tourists on services and products.

At last, from the view of the importance of leisure, there are situations that distinguishes people with restrain and indulgent cultures in life. People with indulgent culture tend to work hard and play hard at the same time. Whereas, people with restrain culture tend to enjoy the fun after hard work. Analyzing how people face work and fun, one can see the degree of how important leisure is for them. When referring tourists with restrain culture, outbound travel is only one of the ways to have fun. They usually arrange the travel after saved enough money through success in business or career. Therefore, in traveling, if the cost exceeds their expectation it wouldn´t be necessarily perceived as a bad thing. In fact, Chinese tourists are spending more and more time, energy and money on traveling. The service providers in Portugal tourism should take notice of these issues and integrate reasonable resources to both meet the demands and increase the benefits from Chinese tourism.

Suggestions:

Although the IVR is the newest dimension of national culture, such culture and values already existed through time. They were just found late by the researchers. The recognition of the sixth dimension of national culture represents a more and more important role in the development of global economy. Many countries developed mature societies today, the demands of many people have already reached the top level of Maslow's Hierarchy of Needs. Unquestionably, the proportion of tertiary industry is higher and the international tourism sector also become the largest industry in the world in the last decade. Currently, the studies of IVR dimension are still limited and are not enough. To be a part of tourism, service providers in Portugal should put high value on it and explore potential development from this culture.

Service providers in Portugal tourism should develop the products and services with a high cost-effective. The middle class became the main force of outbound travel in China. These groups of tourists are a large number of the population. They appreciate reasonable consumption and moderate enjoyment in traveling. In accommodation industries, hotels or private hostels, should offer some extra functional services to their customers (bearing in mind the price), such as the traditional clothing as home dress when they live here, or an easy course for teaching how to make local food if there is kitchen available. In retail industry, the shopping centers and stores who want to target Chinese tourists must make further research on their preference and fashion tendency within their group, choosing the popular styles and using the strategy of quick returns and small margins rather than sell the super luxury good with high price. The other related industries should also consider similar ideas to create more benefits for the medium and high-grade prices in the interest to stimulate the consumption of Chinese tourists.

Besides, some studies also suggest to use books or fliers to attract tourists with restrain culture because of their desire to learn something more than tourists with indulgent culture, such as the history, geography, art and so on. These help them to add knowledge and might have a potential effect on establishing their interpersonal relationship or business in the future. Here we provide an interesting idea about making a booklet of Portugal tourism. The most special places, travel products,

activities, hotels, stores are listing in the booklet. All the companies that join this plan are the members of this booklet, so that they can introduce themselves by their own style in words or pictures. They also need to design a unique stamp or sticker and leave their mark on tourists' booklet once they come. In this way, Chinese tourists can get more information and keep it as the special record and memory of the trip to Portugal. Trying to motivate the potential interesting and consumption of tourists with restrain culture is a good way to attract their attention.

5. Limitations and conclusion

5.1 Limitations of the study

This study analyzes the tourist behaviors of different national cultures from the perspective of cultural differences. It gives a method for the destination and local service providers to understand cultural differences and characteristics of tourists with different cultures. However, there are still some limitations in the study.

First, the scale of the samples is not comprehensive enough. In the future, in order to get more accurate classifications and develop tendencies of national cultures from specific countries or nations, the travel destination or the service providers should involve all types of tourists in the research, bearing in mind age and occupation.

Second, the tourist behavior analysis of each national culture dimension in this study makes just for a part of them. Most of them rely on the existent researches of cross-cultural tourism from other scholars. What is more, the values and behaviors of tourists would change according to the development of social and economic environment. The users and managements of the destination country must continue to review and elaborate more detailed questionnaire about tourist behaviors and collect the information from the target market in a regular period. In this way they can update the information and adjust the related strategies or travel programs in time.

5.2 Conclusion of the study

So far, *numerous studies have shown that culture plays a significant role in shaping consumers' motives and preferences* (Schutte and Ciarlante, 1998; Ackerman and Tellis, 2001)[23], including perception and disposition. In similar ways, culture orientations also are the important factors that influence tourist behaviors. Cultural differences are more and more one of the most useful measures for better understanding tourists' needs and expectations. They often predict the tendency of tourist behaviors[24] due to the certain stability that national cultures experience historically. Although the changes of social and economic environments can impact the culture, the process of cultural changes is slow and it is well-regulated. In this way, service providers and operators in the travel destination are able to well-understand and deduce the related tourist behaviors from the analysis of cultural changes.

Furthermore, they can create more efficient marketing strategies and travel programs to attract greater numbers of target tourists, through meeting their needs and expectations in order to deliver higher satisfaction to tourists. Generally, according to the tourists' cultural orientations, the more attributes and available choices a destination has, the higher the likelihood that it will be chosen. [22].

China´s outbound travel is the most potential market in today's global tourism. Portugal as a travel destination, has the precious opportunity for its tourism and economic development if they do well in this campaign. Throughout the development of western tourism, Portugal has less geographical and marketing advantages than many other EU countries. We should highlight its attributes and travel services which can value Chinese tourists the most, but not blindly follow the development of other destinations. Compared with another destination counties, the scale of Portugal tourism market is small. However, China has a large population and many segments in tourist source. Considering both the local capacity and benefit, providing the accurate services and improve the travel experiences to the target segments of Chinese tourists are the sustainable ways for Portugal´s tourism.

5.2.1 The implication of the study

This method of detailed analysis on national cultural dimensions and how culture influences tourist behaviors has profound implications in the healthy development of tourism. Culture is the core of a country or a nation, it affects the social tissue and people's life all the time. Even culture has stability in a specific period and range, however, it still will change according to the alternation of social environment and economic development. If people use the questionnaire and record the result of cultural differences regularly, then they can go further on the study about cultural changing. The marker side also can adjust and improve the strategies and plans of tourism in time.

This study shows Chinese tourists have their own special values and cultural systems and these factors have an influence on their tourist behavior. Meanwhile, the cultures and values of China also have many similarities with some Asian countries. Some of them are even close to the western culture due to the development of

globalization. When designing the strategies to attract Chinese tourists, they might also benefit from tourists with similar cultural orientations. For example, to some extent, Portuguese and Chinese tourists have similar cultural orientations on the dimensions of Power distance and individualism. The specific services and strategies which meet Chinese tourists' satisfaction would also improve the domestic travel experience of Portuguese tourists. It is the case of killing two birds with one stone. In fact, there might be more birds than stones in Portugal tourism.

Besides, this study can be a model when a destination needs to explore a new tourist source market with different cultural background. The model presents how to reasonable use the cultural analysis results and integrate local resources to meet the new demands. It is predicted that tourism will possibly play a significant role in economic development for long time in the future, yet Chinese tourists will not be the target of every destination forever. When China becomes a mature market new potential tourist source markets may arise, such as India, Indonesia, Brazil or any other country in the future. All of them have different and special cultures themselves. They can use the study as reference to develop further study of national cultures and devise a suitable way for their tourism development.

After all, a good cooperation in tourism between countries does not only benefit the economic development, but also plays an important role on maintain the peace of the world. Deeper cultural communication through cross-cultural tourism reduces the misunderstanding among different cultures. At the same time, tourism helps to improve the life standard of more people. All above, the precondition is well understanding of the culture from each other. Therefore, people should pay more attention on cultural differences and tourist behaviors in tourism then make them catch up with the time accordingly.

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7. Appendix

1) VSM 2013 English Version

V S M 2013

VALUES SURVEY MODULE 2013

QUESTIONNAIRE

English version

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INTERNATIONAL QUESTIONNAIRE (VSM 2013)- page 1

Please think of an ideal job, disregarding your present job, if you have one. In choosing an ideal job, how important would it be to you to ... (please circle one answer in each line across):

1 = of utmost importance
2 = very important
3 = of moderate importance
4 = of little importance
5 = of very little or no importance

01. have sufficient time for your personal or home life	1	2	3	4	5
02. have a boss (direct superior) you can respect	1	2	3	4	5
03. get recognition for good performance	1	2	3	4	5
04. have security of employment	1	2	3	4	5
05. have pleasant people to work with	1	2	3	4	5
06. do work that is interesting	1	2	3	4	5
07. be consulted by your boss in decisions involving your work	1	2	3	4	5
08. live in a desirable area	1	2	3	4	5
09. have a job respected by your family and friends	1	2	3	4	5
10. have chances for promotion	1	2	3	4	5

In your private life, how important is each of the following to you: (please circle one answer in each line across):

11. keeping time free for fun	1	2	3	4	5
12. moderation: having few desires	1	2	3	4	5
13. doing a service to a friend	1	2	3	4	5
14. thrift (not spending more than needed)	1	2	3	4	5

INTERNATIONAL QUESTIONNAIRE (VSM 2013) – page 2

15. How often do you feel nervous or tense?
    1. always
    2. usually
    3. sometimes
    4. seldom
    5. never

16. Are you a happy person ?
    1. always
    2. usually
    3. sometimes
    4. seldom
    5. never

17. Do other people or circumstances ever prevent you from doing what you really want to?
    1. yes, always
    2. yes, usually
    3. sometimes
    4. no, seldom
    5. no, never

18. All in all, how would you describe your state of health these days?
    1. very good
    2. good
    3. fair
    4. poor
    5. very poor

19. How proud are you to be a citizen of your country?
    1. very proud
    2. fairly proud
    3. somewhat proud
    4. not very proud
    5. not proud at all

20. How often, in your experience, are subordinates afraid to contradict their boss (or students their teacher?)
    1. never
    2. seldom
    3. sometimes
    4. usually
    5. always

INTERNATIONAL QUESTIONNAIRE (VSM 2013) – page 3

To what extent do you agree or disagree with each of the following statements? (please circle one answer in each line across):

1 = strongly agree
2 = agree
3 = undecided
4 = disagree
5 = strongly disagree

21. One can be a good manager without having a precise answer to every question that a subordinate may raise about his or her work	1	2	3	4	5
22. Persistent efforts are the surest way to results	1	2	3	4	5
23. An organization structure in which certain subordinates have two bosses should be avoided at all cost	1	2	3	4	5
24. A company's or organization's rules should not be broken - not even when the employee thinks breaking the rule would be in the organization's best interest	1	2	3	4	5

INTERNATIONAL QUESTIONNAIRE (VSM 2013)- page 4

Some information about yourself (for statistical purposes):

25. Are you:
    1. Male 2.Female

26. How old are you?
    1. Under 20
    2. 20-24
    3. 25-29
    4. 30-34
    5. 35-39
    6. 40-49
    7. 50-59
    8. 60 or over

27. How many years of formal school education (or their equivalent) did you complete (starting with primary school)?
    1. 10 years or less
    2. 11 years
    3. 12 years
    4. 13 years
    5. 14 years
    6. 15 years
    7. 16 years
    8. 17 years
    9. 18 years or over

28. If you have or have had a paid job, what kind of job is it / was it?
    1. No paid job (includes full-time students)
    2. Unskilled or semi-skilled manual worker
    3. Generally trained office worker or secretary
    4. Vocationally trained craftsperson, technician, IT-specialist, nurse, artist or equivalent
    5. Academically trained professional or equivalent (but not a manager of people)
    6. Manager of one or more subordinates (non-managers)
    7. Manager of one or more managers

29. What is your nationality?

30. What was your nationality at birth (if different)?

Thank you very much for your cooperation!

2) VSM 2013 Chinese Version

V S M 2013

VALUES SURVEY MODULE 2013

QUESTIONNAIRE

Chinese language version

2013 年 价值模块

调查问卷

简体中文版

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Release May 2013

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INTERNATIONAL QUESTIONNAIRE (VSM 2013)- page 1

在不考虑当前工作的情况下（如果您有的话），请您设想一个理想的工作。在选择理想工作时，下列各项对您的重要程度是：（请在每行圈出一个答案）

1 = 最重要
2 = 很重要
3 = 一般重要
4 = 不太重要
5 = 不重要或完全不重要

01. 为个人生活或家庭生活留有充足的时间	1	2	3	4	5
02. 一个让您尊敬的老板（直接上司）	1	2	3	4	5
03. 表现优良时给予认可	1	2	3	4	5
04. 工作稳定有保障	1	2	3	4	5
05. 与友善的人共事	1	2	3	4	5
06. 有趣的工作内容	1	2	3	4	5
07. 当上司的决定涉及到您的工作时，他会咨询您的意见	1	2	3	4	5
08. 舒适的工作环境	1	2	3	4	5
09. 该工作受到您的朋友和家人的尊重	1	2	3	4	5
10. 有升职的机会	1	2	3	4	5

在您的私人生活中，各项对您的重要程度是：（请在每行圈出一个答案）

11. 留有自由娱乐的时间	1	2	3	4	5
12. 节制：没有多少欲望	1	2	3	4	5
13. 帮助朋友，慷慨大方	1	2	3	4	5
14. 节俭 (除必要花销外，不多花钱)	1	2	3	4	5

INTERNATIONAL QUESTIONNAIRE (VSM 2013) – page 2

15. 您经常感到焦虑不安吗?
    1. 总是
    2. 经常
    3. 有时
    4. 很少
    5. 从不

16. 你是个快乐的人吗?
    1. 总是
    2. 经常是
    3. 有时是
    4. 很少是
    5. 从不是

17. 他人或外界是否经常阻拦您做您真正想做的事?
    1. 是的，总是
    2. 是的，经常
    3. 有时
    4. 不，很少
    5. 不，从不

18. 总的来说，您如何描述您近来的健康状况?
    1. 很好
    2. 好
    3. 一般
    4. 不好
    5. 很不好

19. 作为中国公民，您感到自豪吗?
    6. 很自豪
    7. 自豪
    8. 有些自豪
    9. 不太自豪
    10. 一点也不自豪

20. 据您的经验，下属是否经常害怕与上司争论（或者学生与老师争论）?
    1. 从不害怕
    2. 很少害怕
    3. 有时害怕
    4. 经常害怕
    5. 总是害怕

INTERNATIONAL QUESTIONNAIRE (VSM 2013) – page 3

您多大程度上同意以下说法？（请在每行圈出一个答案）：

1 = 非常同意
2 = 同意
3 = 不确定
4 = 反对
5 = 强烈反对

21. 即使不能对下属提出的关于工作的问题一一给出准确的答案，也可以成为一个好经理	1	2	3	4	5
22. 持续的努力是取得好结果最可靠的方式	1	2	3	4	5
23. 无论如何都要避免一个组织中有两个领头人	1	2	3	4	5
24. 即使员工认为打破公司制度是为了公司的最佳利益，公司或组织的制度都不应该被打破	1	2	3	4	5

您的个人信息 (仅作统计用):

25. 性别:
    1. 男
    2. 女

26. 年龄?
    1. 20 岁或以下
    2. 20-24 岁
    3. 25-29 岁
    4. 30-34 岁
    5. 35-39 岁
    6. 40-49 岁
    7. 50-59 岁
    8. 60 岁或以上

27. 从小学开始，您接受了多长时间的正规学校或同等院校教育?
    1. 10 年或以下
    2. 11 年
    3. 12 年
    4. 13 年
    5. 14 年
    6. 15 年
    7. 16 年
    8. 17 年
    9. 18 年或以上

28. 如果您目前或曾经从事有偿工作，您从事的是以下哪类工作?
    1. 无偿工作 (包括全日制学生)
    2. 无技术性或半技术性的体力工作
    3. 接受过基本训练的办公室职员或秘书
    4. 接受过职业训练的工匠，技术人员，IT 专家，护士，艺术家等
    5. 接受过学术训练的专业人士（但非职业经理人）
    6. 管理一名或多名下属（非经理）的经理
    7. 管理一名或多名经理的高级经理

29. 您的国籍是?

_____

30. 您出生时的国籍是(如有不同)?

_____

谢谢您的合作!

3) VSM 2013 Portuguese Version

V S M 2013

Nova Versão Portuguesa/ ***According the new Spelling Reform Agreement***

(Após Acordo Ortográfico)

MÓDULO DE INQUÉRITO SOBRE VALORES 2013

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QUESTIONÁRIO INTERNACIONAL (VSM 2013) - página 1

Por favor pense num trabalho ideal, independentemente do seu trabalho atual, caso o tenha. Ao escolher um trabalho ideal qual o grau de importância que teria para si (por favor marque uma resposta em cada uma das linhas conforme a escala que se segue)

1	=	Muitíssimo importante
2	=	Muito importante
3	=	De importância moderada
4	=	De pouca importância
5	=	De muito pouca ou nenhuma importância

01	Ter tempo suficiente para a sua vida pessoal ou familiar	1	2	3	4	5
02	Ter um chefe (superior direto) que respeite	1	2	3	4	5
03	Ser reconhecido por bom desempenho	1	2	3	4	5
04	Ter segurança de emprego	1	2	3	4	5
05	Ter pessoas agradáveis com quem trabalhar	1	2	3	4	5
06	Fazer um trabalho interessante	1	2	3	4	5
07	Ser consultado pelo seu superior direto nas decisões envolvendo o seu trabalho	1	2	3	4	5
08	Viver numa área desejada	1	2	3	4	5
09	Ter um trabalho respeitado pela sua família e amigos	1	2	3	4	5
10	Ter possibilidades de promoção	1	2	3	4	5

Na sua vida privada qual o grau de importância que tem para si (por favor marque uma resposta em cada uma das linhas conforme a escala que se segue)

11	Manter tempo livre para diversão	1	2	3	4	5
12	Moderação: ter poucos desejos	1	2	3	4	5
13	Ser generoso para com as outras pessoas	1	2	3	4	5
14	Simplicidade (não gastar mais do que o necessário)	1	2	3	4	5

QUESTIONÁRIO INTERNACIONAL (VSM 2013) - página 2

15. Com que frequência se sente nervoso ou tenso no seu trabalho?

1 Sempre
2 Habitualmente
3 Por vezes
4 Raramente
5 Nunca

16. É uma pessoa feliz?

1 Sempre
2 Habitualmente
3 Por vezes
4 Raramente
5 Nunca

17. As outras pessoas ou as circunstâncias impedem-no de fazer o que realmente quer?

1 Sim, sempre
2 Sim, habitualmente
3 Por vezes
4 Não, raramente
5 Não, nunca

18. Genericamente e em termos gerais, como descreve o seu atual estado de saúde?

1 Muito bom
2 Bom
3 Razoável
4 Mau
5 Muito mau

19. Qual é o seu grau de orgulho por ser cidadão do seu país?

1 Muito orgulhoso
2 Relativamente orgulhoso
3 Algo orgulhoso
4 Não muito orgulhoso
5 Nada orgulhoso

20. Na sua experiência, qual a frequência com que os subordinados têm medo de contradizer o chefe (no caso dos estudantes, o professor)?

1	Nunca
2	Raramente
3	Por vezes
4	Habitualmente
5	Sempre

QUESTIONÁRIO INTERNACIONAL (VSM 2013) - página 3

Em que medida concorda ou discorda de cada uma das seguintes frases (por favor marque uma resposta em cada uma das linhas conforme a escala que se segue)

1	Concordo totalmente
2	Concordo
3	Indeciso
4	Discordo
5	Discordo totalmente

21	Pode ser-se um bom gestor sem ter uma resposta exata a todas as perguntas que um subordinado possa fazer relativamente ao trabalho dele	1	2	3	4	5
22	Os esforços persistentes são o modo mais seguro de obter resultados	1	2	3	4	5
23	Uma estrutura organizacional em que alguns subordinados têm dois chefes é de evitar a todo o custo	1	2	3	4	5
24	As regras de uma empresa ou organização não devem ser desrespeitadas - nem mesmo quando o empregado acha que desrespeitá-las beneficiaria a empresa ou organização	1	2	3	4	5

QUESTIONÁRIO INTERNACIONAL (VSM 2013)- página 4

Alguns dados sobre si (para fins estatísticos):

25 Género

1 Masculino
2 Feminino

26 Idade

1 Menos de 20
2 20-24
3 25-29
4 30-34
5 35-39
6 40-49
7 50-59
8 60 ou mais

27 Quantos anos de educação escolar formal (ou equivalente) completou (iniciando na escola primária)

1 10 anos ou menos
2 11 anos
3 12 anos
4 13 anos
5 14 anos
6 15 anos
7 16 anos
8 17 anos
9 18 anos ou mais

28 Se tem ou teve um trabalho remunerado que tipo de trabalho é ou foi?

1 Sem trabalho remunerado (inclui os estudantes a tempo inteiro)
2 Operário não especializado ou semiespecializado
3 Administrativo com formação genérica, secretária, empregado de escritório
4 Com formação vocacional: artesão, técnico, especialista de TI, enfermeiro, artista, quadro médio ou equivalente
5 Profissão com formação académica superior ou equivalente (excluindo quadros com responsabilidade de gestão de pessoas)
6 Chefe de um ou mais subordinados (não chefes)
7 Chefe de um ou mais chefes

29 Qual é a sua nacionalidade?

_____

30 Qual é a sua nacionalidade de nascimento (se diferente)

_____

Muito obrigado pela sua cooperação

4) Power Distance Index (PDI) Values (Hofstede, 2010)

TABLE 3.1 Power Distance Index (PDI) Values for 76 Countries and Regions Based on Three Items in the IBM Database Plus Extensions

RANK	AMERICA C/S	EUROPE S/SE	EUROPE N/NW ANGLO WORLD	EUROPE C/E EX-SOVIET	MUSLIM WORLD M.E & AFRICA	ASIA EAST ASIA SE	INDEX
1–2						Malaysia	104
1–2				Slovakia			104
3–4	Guatemala						95
3–4	Panama						95
5						Philippines	94
6				Russia			93
7				Romania			90
8				Serbia			86
9	Suriname						85
10–11	Mexico						81
10–11	Venezuela						81
12–14					Arab ctrs		80
12–14						Bangladesh	80
12–14						China	80
15–16	Ecuador						78
15–16						Indonesia	78
17–18						India	77
17–18					Africa W		77
19						Singapore	74
20				Croatia			73
21				Slovenia			71
22–25				Bulgaria			70
22–25					Morocco		70
22–25			Switzerland Fr				70

continued

TABLE 3.1 Power Distance Index (PDI) Values for 76 Countries and Regions Based on Three Items in the IBM Database Plus Extensions, ***continued***

RANK	AMERICA C/S	EUROPE S/SE	EUROPE N/NW ANGLO WORLD	EUROPE C/E EX-SOVIET	MUSLIM WORLD M.E & AFRICA	ASIA EAST ASIA SE	INDEX
22–25						Vietnam	70
26	Brazil						69
27–29		France					68
27–29						Hong Kong	68
27–29				Poland			68
30–31			Belgium Fr				67
30–31	Colombia						67
32–33	El Salvador						66
32–33		Turkey					66
34–36					Africa E		64
34–36	Peru						64
34–36						Thailand	64
37–38	Chile						63
37–38		Portugal					63
39–40			Belgium Nl				61
39–40	Uruguay						61
41–42		Greece					60
41–42						S Korea	60
43–44					Iran		58
43–44						Taiwan	58
45–46				Czech Rep.			57
45–46		Spain					57
47		Malta					56
48					Pakistan		55
49–50			Canada Quebec				54

49–50					Japan	54
51		Italy				50
52–53	Argentina					49
52–53				S Africa (wte)		49
54	Trinidad					47
55			Hungary			46
56	Jamaica					45
57			Latvia			44
58			Lithuania			42
59–61			Estonia			40
59–61		Luxembourg				40
59–61		United States				40
62		Canada total				39
63		Netherlands				38
64		Australia				38
65–67	Costa Rica					35
65–67		Germany				35
65–67		Great Britain				35
68		Finland				33
69–70		Norway				31
69–70		Sweden				31
71		Ireland				28
72		Switzerland Ge				26
73		New Zealand				22
74		Denmark				18
75				Israel		13
76		Austria				11

5) Individualism Index (IDV) Values (Hofstede, 2010)

TABLE 4.1 Individualism Index (IDV) Values for 76 Countries and Regions Based on Factor Scores from 14 Items in the IBM Database Plus Extensions

RANK	AMERICA C/S	EUROPE S/SE	EUROPE N/NW ANGLO WORLD	EUROPE C/E EX-SOVIET	MUSLIM WORLD M.E & AFRICA	ASIA EAST ASIA SE	INDEX
1			United States				91
2			Australia				90
3			Great Britain				89
4–6			Canada total				80
4–6				Hungary			80
4–6			Netherlands				80
7			New Zealand				79
8			Belgium Nl				78
9		Italy					76
10			Denmark				74
11			Canada Quebec				73
12			Belgium Fr				72
13–14		France					71
13–14			Sweden				71
15–16			Ireland				70
15–16				Latvia			70
17–18			Norway				69
17–18			Switzerland Ge				69
19			Germany				67
20					S Africa (wte)		65
21			Switzerland Fr				64
22			Finland				63
23–26				Estonia			60
23–26				Lithuania			60

continued

TABLE 4.1 Individualism Index (IDV) Values for 76 Countries and Regions Based on Factor Scores from 14 Items in the IBM Database Plus Extensions, ***continued***

RANK	AMERICA C/S	EUROPE S/SE	EUROPE N/NW ANGLO WORLD	EUROPE C/E EX-SOVIET	MUSLIM WORLD M.E & AFRICA	ASIA EAST ASIA SE	INDEX
23–26			Luxembourg				60
23–26				Poland			60
27		Malta					59
28				Czech Rep.			58
29			Austria				55
30					Israel		54
31				Slovakia			52
32		Spain					51
33						India	48
34	Suriname						47
35–37	Argentina						46
35–37						Japan	46
35–37					Morocco		46
38					Iran		41
39–40	Jamaica						39
39–40				Russia			39
41–42					Arab ctrs		38
41–42	Brazil						38
43		Turkey					37
44	Uruguay						36
45		Greece					35
46				Croatia			33
47					Philippines		32
48–50				Bulgaria			30
48–50	Mexico						30

隐藏空白

48–50			Romania			30
51–53				Africa E		27
51–53		Portugal				27
51–53			Slovenia			27
54					Malaysia	26
55–56					Hong Kong	25
55–56			Serbia			25
57	Chile					23
58–63					Bangladesh	20
58–63					China	20
58–63					Singapore	20
58–63					Thailand	20
58–63					Vietnam	20
58–63				Africa W		20
64	El Salvador					19
65					S Korea	18
66					Taiwan	17
67–68	Peru					16
67–68	Trinidad					16
69	Costa Rica					15
70–71					Indonesia	14
70–71				Pakistan		14
72	Colombia					13
73	Venezuela					12
74	Panama					11
75	Ecuador					8
76	Guatemala					6

6) Masculinity Index (MAS) Values (Hofstede, 2010)

TABLE 5.1 Masculinity Index (MAS) Values for 76 Countries and Regions Based on Factor Scores from 14 Items in the IBM Database Plus Extensions

RANK	AMERICA C/S	EUROPE S/SE	EUROPE N/NW ANGLO WORLD	EUROPE C/E EX-SOVIET	MUSLIM WORLD M.E & AFRICA	ASIA EAST ASIA SE	INDEX
1				Slovakia			110
2						Japan	95
3				Hungary			88
4			Austria				79
5	Venezuela						73
6			Switzerland Ge				72
7		Italy					70
8	Mexico						69
9–10			Ireland				68
9–10	Jamaica						68
11–13						China	66
11–13			Germany				66
11–13			Great Britain				66
14–16	Colombia						64
14–16						Philippines	64
14–16				Poland			64
17–18					S Africa (wte)		63
17–18	Ecuador						63
19			United States				62
20			Australia				61
21			Belgium Fr				60
22–24			New Zealand				58
22–24			Switzerland Fr				58
22–24	Trinidad						58

continued

TABLE 5.1 Masculinity Index (MAS) Values for 76 Countries and Regions Based on Factor Scores from 14 Items in the IBM Database Plus Extensions, ***continued***

RANK	AMERICA C/S	EUROPE S/SE	EUROPE N/NW ANGLO WORLD	EUROPE C/E EX-SOVIET	MUSLIM WORLD M.E & AFRICA	ASIA EAST ASIA SE	INDEX
25–27				Czech Rep.			57
25–27		Greece					57
25–27						Hong Kong	57
28–29	Argentina						56
28–29						India	56
30						Bangladesh	55
31–32					Arab ctrs		53
31–32					Morocco		53
33			Canada total				52
34–36			Luxembourg				50
34–36						Malaysia	50
34–36					Pakistan		50
37	Brazil						49
38						Singapore	48
39–40					Israel		47
39–40		Malta					47
41–42						Indonesia	46
41–42					Africa W		46
43–45			Canada Quebec				45
43–45						Taiwan	45
43–45		Turkey					45
46	Panama						44
47–50			Belgium Nl				43
47–50		France					43
47–50					Iran		43

47–50				Serbia			43
51–53	Peru						42
51–53				Romania			42
51–53		Spain					42
54					Africa E		41
55–58				Bulgaria			40
55–58				Croatia			40
55–58	El Salvador						40
55–58						Vietnam	40
59						S Korea	39
60	Uruguay						38
61–62	Guatemala						37
61–62	Suriname						37
63				Russia			36
64						Thailand	34
65		Portugal					31
66				Estonia			30
67	Chile						28
68			Finland				26
69	Costa Rica						21
70–71				Lithuania			19
70–71				Slovenia			19
72			Denmark				16
73			Netherlands				14
74				Latvia			9
75			Norway				8
76			Sweden				5

7) Uncertainty Avoidance Index (UAI) Values (Hofstede, 2010)

TABLE 6.1 Uncertainty Avoidance Index (UAI) Values for 76 Countries and Regions Based on Three Items in the IBM Database Plus Extensions

RANK	AMERICA C/S	EUROPE S/SE	EUROPE N/NW ANGLO WORLD	EUROPE C/E EX-SOVIET	MUSLIM WORLD M.E & AFRICA	ASIA EAST ASIA SE	INDEX
1		Greece					112
2		Portugal					104
3	Guatemala						101
4	Uruguay						100
5			Belgium Nl				97
6		Malta					96
7				Russia			95
8	El Salvador						94
9–10			Belgium Fr				93
9–10				Poland			93
11–13						Japan	92
11–13				Serbia			92
11–13	Suriname						92
14				Romania			90
15				Slovenia			88
16	Peru						87
17–22	Argentina						86
17–22	Chile						86
17–22	Costa Rica						86
17–22		France					86
17–22	Panama						86
17–22		Spain					86
23–25				Bulgaria			85
23–25						S Korea	85
23–25		Turkey					85

26–27				Hungary			82
26–27	Mexico						82
28					Israel		81
29–30	Colombia						80
29–30				Croatia			80
31–32	Brazil						76
31–32	Venezuela						76
33		Italy					75
34				Czech Rep.			74
35–38			Austria				70
35–38			Luxembourg				70
35–38					Pakistan		70
35–38			Switzerland Fr				70
39						Taiwan	69
40–41					Arab ctrs		68
40–41					Morocco		68
42	Ecuador						67
43–44			Germany				65
43–44				Lithuania			65
45						Thailand	64
46				Latvia			63
47–49						Bangladesh	60
47–49			Canada Quebec				60
47–49				Estonia			60
50–51			Finland				59
50–51					Iran		59
52			Switzerland Ge				56
53	Trinidad						55
54					Africa W		54
55			Netherlands				53
56					Africa E		52

continued

TABLE 6.1 Uncertainty Avoidance Index (UAI) Values for 76 Countries and Regions Based on Three Items in the IBM Database Plus Extensions, ***continued***

RANK	AMERICA C/S	EUROPE S/SE	EUROPE N/NW ANGLO WORLD	EUROPE C/E EX-SOVIET	MUSLIM WORLD M.E & AFRICA	ASIA EAST ASIA SE	INDEX
57–58			Australia				51
57–58				Slovakia			51
59			Norway				50
60–61			New Zealand				49
60–61					S Africa (wte)		49
62–62			Canada total				48
62–63						Indonesia	48
64			United States				46
65						Philippines	44
66						India	40
67						Malaysia	36
68–69			Great Britain				35
68–69			Ireland				35
70–71						China	30
70–71						Vietnam	30
72–73						Hong Kong	29
72–73			Sweden				29
74			Denmark				23
75	Jamaica						13
76						Singapore	8

8) Long–Term Orientation (LTO) Index Values (Hofstede, 2010)

TABLE 7.4 Long–Term Orientation (LTO) Index Values for 93 Countries and Regions Based on Factor Scores from Three Items in the World Values Survey

SCORES ARE BASED ON THE MOST RECENT WVS DATA FROM THE PERIOD 1995–2004; NINE COUNTRIES MARKED WITH AN ASTERISK (*) WERE ADDED USING 2005–08 DATA.

RANK	AMERICA C/S	EUROPE S/SE	EUROPE N/NW ANGLO WORLD	EUROPE C/E EX-SOVIET	MUSLIM WORLD M.E & AFRICA	ASIA EAST ASIA SE	INDEX
1						S Korea	100
2						Taiwan	93
3						Japan	88
4						China	87
5				Ukraine			86
6			Germany				83
7–9				Estonia			82
7–9			Belgium				82
7–9				Lithuania			82
10–11				Russia			81
10–11				Belarus			81
12			Germany E				78
13				Slovakia			77
14				Montenegro			75
15			Switzerland				74
16						Singapore	72
17				Moldova			71
18–19				Czech Rep.			70
18–19				Bosnia			70
20–21				Bulgaria			69
20–21				Latvia			69
22			Netherlands				67

continued

TABLE 7.4 Long–Term Orientation (LTO) Index Values for 93 Countries and Regions Based on Factor Scores from Three Items in the World Values Survey, *continued*

SCORES ARE BASED ON THE MOST RECENT WVS DATA FROM THE PERIOD 1995–2004; NINE COUNTRIES MARKED WITH AN ASTERISK (*) WERE ADDED USING 2005–08 DATA.

RANK	AMERICA C/S	EUROPE S/SE	EUROPE N/NW ANGLO WORLD	EUROPE C/E EX-SOVIET	MUSLIM WORLD M.E & AFRICA	ASIA EAST ASIA SE	INDEX
23				Kyrgyzstan			66
24			Luxembourg				64
25		France					63
26–27						Indonesia	62
26–27				Macedonia			62
28–32				Albania			61
28–32		Italy					61
28–32				Armenia			61
28–32						Hong Kong*	61
28–32				Azerbaijan			61
33			Austria				60
34–35				Croatia			58
34–35				Hungary			58
36						Vietnam	57
37			Sweden				53
38–39				Serbia			52
38–39				Romania			52
40–41			Great Britain				51
40–41						India	51
42						Pakistan	50
43				Slovenia			49
44		Spain					48
45–46						Bangladesh	47

45–46		Malta					47
47		Turkey					46
48		Greece					45
49	Brazil						44
50						Malaysia*	41
51–54			Finland				38
51–54				Georgia			38
51–54				Poland			38
51–54					Israel		38
55–56			Canada				36
55–56					Saudi Arabia		36
57–58			Denmark				35
57–58			Norway				35
59–60					Tanzania		34
59–60					S Africa		34
61			New Zealand				33
62						Thailand*	32
63	Chile						31
64					Zambia*		30
65–66		Portugal					28
65–66			Iceland				28
67–68					Burkina Faso*		27
67–68						Philippines	27
69–71	Uruguay						26
69–71					Algeria		26
69–71			United States				26
72–73	Peru						25
72–73					Iraq		25
74–76			Ireland				24
74–76	Mexico						24
74–76					Uganda		24

continued

TABLE 7.4 Long–Term Orientation (LTO) Index Values for 93 Countries and Regions Based on Factor Scores from Three Items in the World Values Survey, ***continued***

SCORES ARE BASED ON THE MOST RECENT WVS DATA FROM THE PERIOD 1995–2004; NINE COUNTRIES MARKED WITH AN ASTERISK (*) WERE ADDED USING 2005–08 DATA.

RANK	AMERICA C/S	EUROPE S/SE	EUROPE N/NW ANGLO WORLD	EUROPE C/E EX-SOVIET	MUSLIM WORLD M.E & AFRICA	ASIA EAST ASIA SE	INDEX
77			Australia				21
78–80	Argentina						20
78–80					Mali*		20
78–80	El Salvador						20
81					Rwanda*		18
82–83					Jordan		16
82–83	Venezuela						16
84					Zimbabwe		15
85–86					Morocco		14
85–86					Iran		14
87–90	Colombia						13
87–90	Dominican Rep.						13
87–90					Nigeria		13
87–90	Trinidad*						13
91					Egypt		7
92					Ghana*		4
93	Puerto Rico						0

9) Indulgence Versus Restraint (IVR) Index Scores (Hofstede, 2010)

TABLE 8.1 Indulgence Versus Restraint (IVR) Index Scores for 93 Countries and Regions Based on Factor Scores from Three Items in the World Values Survey

RANK	AMERICA C/S	EUROPE S/SE	EUROPE N/NW ANGLO WORLD	EUROPE C/E EX-SOVIET	MUSLIM WORLD M.E & AFRICA	ASIA EAST ASIA SE	INDEX
1	Venezuela						100
2	Mexico						97
3	Puerto Rico						90
4	El Salvador						89
5					Nigeria		84
6	Colombia						83
7	Trinidad						80
8			Sweden				78
9			New Zealand				75
10					Ghana		72
11			Australia				71
12–13		Cyprus					70
12–13			Denmark				70
14			Great Britain				69
15–17			Canada				68
15–17			Netherlands				68
15–17			United States				68
18			Iceland				67
19–20			Switzerland				66
19–20		Malta					66
21–22		Andorra					65
21–22			Ireland				65
23–24					S Africa		63
23–24			Austria				63
25	Argentina						62

26	Brazil					59
27–29			Finland			57
27–29					Malaysia	57
27–29			Belgium			57
30			Luxembourg			56
31			Norway			55
32	Dominican Rep.					54
33	Uruguay					53
34–35				Uganda		52
34–35				Saudi Arabia		52
36		Greece				50
37–38					Taiwan	49
37–38		Turkey				49
39–40		France				48
39–40			Slovenia			48
41–43	Peru					46
41–43				Ethiopia		46
41–43					Singapore	46
44					Thailand	45
45–46			Bosnia			44
45–46		Spain				44
47–48				Jordan		43
47–48				Mali		43
49–51				Zambia		42
49–51					Philippines	42
49–51					Japan	42
52–53			Germany			40
52–53				Iran		40
54			Kyrgyzstan			39
55–56				Tanzania		38
55–56					Indonesia	38

continued

TABLE 8.1 Indulgence Versus Restraint (IVR) Index Scores for 93 Countries and Regions Based on Factor Scores from Three Items in the World Values Survey, ***continued***

RANK	AMERICA C/S	EUROPE S/SE	EUROPE N/NW ANGLO WORLD	EUROPE C/E EX-SOVIET	MUSLIM WORLD M.E & AFRICA	ASIA EAST ASIA SE	INDEX
57					Rwanda		37
58–59						Vietnam	35
58–59				Macedonia			35
60			Germany E				34
61–62		Portugal					33
61–62				Croatia			33
63–64					Algeria		32
63–64				Georgia			32
65				Hungary			31
66		Italy					30
67–69						S Korea	29
67–69				Czech Rep.			29
67–69				Poland			29
70–72				Slovakia			28
70–72				Serbia			28
70–72					Zimbabwe		28
73						India	26
74					Morocco		25
75						China	24
76				Azerbaijan			22
77–80				Russia			20
77–80				Montenegro			20
77–80				Romania			20
77–80						Bangladesh	20
81				Moldova			19

82		Burkina Faso		18
83–84			Hong Kong	17
83–84		Iraq		17
85–87	Estonia			16
85–87	Bulgaria			16
85–87	Lithuania			16
88–89	Belarus			15
88–89	Albania			15
90	Ukraine			14
91	Latvia			13
92		Egypt		4
93		Pakistan		0

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Apply Hofstede's National Cultural dimension Theory to Analyze
Chinese Tourist Behaviors in Portugal Tourism
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- Spine -

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