

Cultural Impact on Decision Making-Styles among Cambodian Tourists Visiting Siem Reap, Cambodia

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Abstract

This study aims to (1) classify decision-making styles among Cambodian tourist, (2) examine the cultural impact on decision-making styles among Cambodian tourist when choosing a destination to visit, and (3) examine the moderated effect of income on the relationship between cultural values and decision-making styles. The findings from k-means cluster analysis and ANOVA test indicated that there were three potential tourist groups (1) easy-going, (2) variety seeking, and (3) quality and brand seeking. Additionally, confirmatory factor analysis yielded four cultural values and four decision-making styles. Finally, the result from structural equation modeling revealed that cultural values had a significant impact on decision making styles based on quality, brand, confusion, and loyalty; particularly, the dimensions of collectivism and uncertainty avoidance whereas this relationship was different among low income tourists from high income tourists.

Keywords: Cambodian tourist, decision-making styles, personal income, structural equation modeling, cultural dimensions

1. Introduction

The cultural impact on decision-making styles are well established in general consumption including automobile, commodity, and clothing among students in both developed and least developed countries. However, the styles are not well studied in tourist patterns (Antónia Correia et al. 2011). Despite the recognized importance of culture in tourism, little attention has been paid to comprehend how cultural values influence consumer decision-making styles among locals which leading them to consume products or choose a place to spend holidays more than another. There is a need to study decision-making styles among Cambodian since the existing knowledge of domestic tourists are not available and these values have a significant impact not only on their behavior styles of choosing destination to spend their holiday but also their consumption on products and service offered at the destination.

Tourism in Cambodia is considered an important industry. Its significance lies in employment generation, wealth creation, social and economic development (Chan and Chheang. 2010). To attract more international tourists, Cambodia needs to develop its own internal tourism sector (L. Manrai and Manrai. 2011). However, Cambodian tourists are poorly studied, in particular, their decision-making styles as well as the cultural values that motivate them to behave in the relation with traveling and destination selection. In order to examine the cultural impact on tourist decision-making among Cambodians, the researcher aims to propose a decision-making style model and test among Cambodian tourists.

2. Review of Literature

2.1 Decision-making styles (DMS)

Decision-making refers to making choice among alternatives or under specific condition after considering collected information carefully. It is a complex process with various factors that influence decision-making. Wan-Chi Yang (2010) defined four characteristics and purchases for DMS: (1) Quality consciousness refers to a characteristic that measures the degree to which a consumer search carefully and systematically for the highest or very best quality in products (Antónia et al. 2011; Leo et al. 2005; Safiek Muskhis 2009). (2) Brand consciousness measures a consumer orientation to buying the more expensive, and well-known brands in the belief that the higher price of a product is an indicator of better quality. Consumers of such style are likely to purchase expensive products with famous international brands and believe high prices equal to high quality, so they would like to spend more money to choose brand products (Tahmid Nayeem 2012; Antónia et al. 2011; Leo et al. 2005; Safiek 2009); (3) Confusion by over choice refers to a characteristic identifying those consumers who perceive too many brands and stores from which to choose, and thus experience information over load. Such consumers always feel there are too many brands. These vacationers need detailed information to make a decision. Or those hedonic vacationers who talk about holidays but difficult to decide where to visit (Yie Leng, 2010; Antónia et al. 2011; Leo et al. 2005; Muskhis 2009; Xin Zhou et al. 2010). (4) Brand loyalty refers to a characteristic indicating consumers who have favorite brands and stores, who have formed habits in choosing these repetitively. Consumers of such style particularly like specific brands and shops and would like to purchase products of these brands or go these shops repeatedly. These vacationers are psychometric or those who choose only familiar destination (Antónia et al. 2011; Leo et al. 2005; Muskhis 2009; Yang & Wong 2012).

2.2 Cambodian cultural values (CCV)

Based on previous researches, four dimensions were used to investigate Cambodian people: (1) Power distance (PD) is used to measure of equality within a society. "Power distance can therefore be defined as the extent to which less powerful members of institutions and organizations within a country expect and accept that power is distributed unequally" (Hofstede et al., 2010, p. 61). Cambodia has a large power distance. Unequal relation between people determines the stability of the society. Even though people do not agree that those are in power should have more rights and privileges, most of them accept the differences (Chan and Chheang. 2010; Pearson. 2005; O'Leary M. 2006); (2) Collectivism is pertained to societies in which people from birth onward are integrated into strong, cohesive in-groups" (Hofstede et al. 2010, p. 92). Cambodia can be described as a collective society in which the welfare of the group is valued higher than that of the individual. In family setting, an ideal household consists of a married couple and their unmarried children, and this pattern is general in the urban districts (Harmer. 1995; O'Leary M. 2006); (3) Masculinity (MAS) deals with the gender roles in the society. "A society that is 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" (Hofstede et al. 2010, p. 140). Cambodian society is mainly feminine but also shows some strong masculine characteristics. Masculine characteristics (big cars, violent behavior) are demonstrated mainly by the rich and powerful whereas feminine characteristics, including politeness, correctness, and kindness are demonstrated by everybody (Berkvens. 2012); and (4) Uncertainty avoidance (UA) measures tolerance toward uncertainty in life. "Uncertainty avoidance can therefore be defined as the extent to which the members of a culture feel threatened by ambiguous or unknown situations" (Hofstede et al. 2010, p. 191). Cambodia has high uncertainty avoidance. People accept uncritically their religious dogmas, Buddhist teachings. In terms of personal safety, they are more concerned than they were before Khmer Rouge (KumpolBuriyameathagul. 2013; Berkvens. 2012; Pearson. 2005).

2.3 Cultural impact on decision-making styles

Leo et al. (2005) confirms that the dimension of power distance deals with inequality in prestige, wealth, and power. Thus, consumers from higher power distance tend to engage in the quality conscious decision-making. Another characteristic of consumers from large power distance is that they show the high degree of brand loyalty because they tend to believe in large market-share brands. They are not also willing to take risk switching to unknown brand (Chan Yie Leng. 2010). Thus, the first hypothesis is proposed: *Hypothesis 1 (H₁) Power distance is positively associated with tourist decision-making styles.*

According to Tamid. (2012), collectivism deals with "we" consciousness which group's interest surpassing self-interest are more brands conscious than individualists. Consumers might look for social approval from others, especially when making highly visible or high involvement purchases. They also tend to form a brand loyal consumer. If one member chose to switch brands, the others might do the same because they do not want to be different from the rest of the group's member. It is preferable to choose perceived popular brands (YieLeng. 2010). Beside price and brand consciousness, more choices can also create confusion. Since Cambodians are found to be more collectivist, second hypothesis is proposed: *Hypothesis 2 (H₂) Collectivism is positively associated with tourist decision making styles.*

Western tourists which are of a masculine-oriented culture, emphasize ego-goals such as careers and money need to minimize their spending or to be careful in shopping and more practical use of the products are preferable (Leo et al 2005). In terms of their decision-making styles in purchasing, they tend to be more concerned with loyalty (Salman. 2013). Since Cambodia is viewed as feminine society. Thus, the third hypothesis is proposed: *Hypothesis 3 (H₃) Femininity is positively associated with tourist decision-making styles.*

People from high uncertainty avoidance have propensity of brand consciousness higher than others because brand assists consumers in effort minimization and provide a sense of familiarity which in turn reduce the risk involved (Leo et al 2005). Every time they do shopping, they are concerned about the money they spend and the value they receive (Kumpol. 2013). The same finding toward Chinese tourists, it takes them longer time to decide where to visit or spend their holiday, which may lead to confusion (Antónia et al. 2011). Thus the fourth hypothesis is proposed: *Hypothesis 4 (H₄) Uncertainty avoidance is positively associated with tourist decision-making styles.*

2.4 Moderating effect of income

Different incomes do not only transfer consumer's preferences to different product categories but it also influences other behavior traits. Some studies have confirmed differences among tourists from high-income and low-income countries towards their purchasing behaviors and travel patterns.

Consumers belonging to low-income groups are more inclined to be influenced by family members because they are financially dependent on them. Those consumers also take into account the suggestions from their family, relatives, and friends (Abraham. 2011; Lysonski et al. 2013; Ghani and Jan. 2011; Oluranti

Sangodoyin. 2014). When a person has more purchasing power can make a better choice with more information and at the same time as spending power increases, the purchasing choice also increases which making him more confused of what to buy or what not to buy (Yousaf & Li Huaibin. 2013). Thus, the last two hypotheses are proposed: *Hypothesis 5 (H₅) The relationship between cultural values and decision-making styles differs among low and high income tourists.*

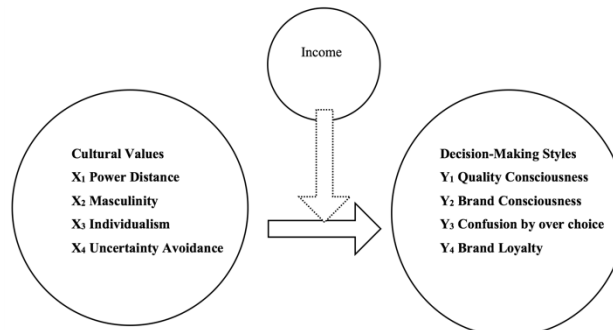


Figure 1. Conceptual framework of the study (Adopted from Antónia Correia et al. 2011)

This model was used to investigate the relationship between cultural values and decision-making styles. Structural equation modeling was employed to investigate these construct.

3. Methodology

3.1 Population and sample

The population of this study is Cambodian tourists who were visiting Siem Reap, Cambodia. Stratified random sampling was employed by using multiple steps pursuant to the needed characteristics. Regarding the sample size, the researcher used minimum parameter ratio 1:10 recommended by Kline. (2005). As a result, 400 samples were accepted.

3.2 Population and sample

The questionnaire was developed from the operational definitions of four decision making styles and four cultural values. The questionnaire was divided into three sections: Section A provides 16 statements associated with four cultural dimensions. Section B comprises of 17 statements associated with tourism decision-making styles. Section C of Personal Information.

3.3 Data collection

The questionnaires were directly distributed to Cambodian tourists by the researcher and two trained assistants to make sure that all questionnaires were well completed. The response rate of the questionnaires was 88% of the 450 distributed questionnaires, 400 were completed.

3.4 Data analysis

The Statistical Package for Social Science (SPSS 22.0) was used to conduct preliminary analysis of profile of respondents including average, K-mean cluster analysis, exploratory factor analysis (EFA), and confirmatory factor analysis (CFA) (Hair et al, 2006). Casual models (Structural Equation Modeling) were tested once by using AMOS version 24.0 (Schumacker and Lomax. 2005).

4. Result

Table 1. Demographic characteristics of respondents

		Frequency	Percentage
Gender	Male	202	50.5
	Female	198	49.5
Age	18-25	221	55.3
	26-60	179	44.8
Education	High School	94	23.5
	Bachelor	288	72
	Other	18	4.5
Job	Student	123	30.8
	Company	227	56.8
	Government	31	7.8
	Other	19	4.8
Income*	<KHR800,000	227	56.8
	KHR800,001-1,400,000	106	26.5
	>KHR1,400,001	67	16.8

*USD1 = KHR4,000

Cambodian tourists were equally shared between male and female with 50.5 and 49.5 respectively. Around 55% are between 18 and 25 years old and the rest (45%) are between 26 and 60. Most of them (72%) were university graduated with bachelor degree while 24% finished only high school. More than half of respondents (57%) indicated that their household income was less than KHR800,000 (USD200). 27 percent earned between between KHR1,000,000 (USD250) and 1,400,000 (USD350) per month. Only 17 percent made more than KHR1,400,000 per month.

Table 2. Summary of cluster analysis result

Segment	Quality	Brand	Confusion	Loyalty
Cluster 1 (n = 90) Easy-Going Tourists	3.4*	3.5	3.33	3.5
Cluster 2 (n = 143) Variety-Seeking Tourists	4	4	4.75	4.75
Cluster 3 (n = 167) Brand and Quality Seeking	4	4	3.75	3.5

*1 = Strongly Disagree, 5 = Strongly Agrees

Result of Objective One: To classify Cambodian tourists visiting Siem Reap, Cambodia

Cluster 1 was labeled “Easy-Goers” due to the fact that tourists did not present any strong or less interest on any specific issues. The total number of 90 (22%). Cluster 2 was labeled, “Variety Seekers” which accounted for 143 (36%). They scored high on every dimension where as Cluster 3 known as “Brand and Quality Seekers” who rate brand and quality related issues the highest number of all (n=167, 42%).

Result of Objective Two: To examine the cultural impact on decision-making styles among Cambodian tourists when choosing a destination to visit.

The result from EFA indicated acceptable level. *Cambodian cultural values* – factor analysis of the 16 measurement items included in cultural value scale revealed four factors loading from 0.546 to 0.824 that accounted for 62.038% of total variance. *Decision-making styles* - factor analysis of the 17 measurement items included were loaded and revealed four factors that accounted for 62.038% of total variance. CFA then was performed to test how well manifest variables are linked to their underlying latent variables (Bryne 1998; Bollen 1989). The results indicated the effects of latent variables on observed items. Cambodian cultural value was measured with 16 items. Four values were investigated in the current study: power distance (PD), masculinity (MAS), individualism (IDV), and uncertainty avoidance (UA). Whereas decision-making styles, as a result, yielded four quality consciousness, brand consciousness, confusion by over choice, and brand loyalty. Each value was measured by four indicators except QC with five measures based on previous studies in the context of developing countries.

Table 3. Factors Loading for the Construct Items of Cambodian Cultural Value

Factor Title and Items	Mean	S.D*	Factor Loading
Power Distance			
People in higher positions should make most decisions without consulting people in lower positions.	1.69	0.903	0.807
People in higher positions should not ask the opinions of people in lower positions too frequently.	2.07	1.093	0.770
People in higher positions should avoid social interaction with people in lower positions.	1.86	1.005	0.812
People in lower positions should not disagree with decisions by people in higher positions.	2.04	0.952	0.750
Eigen value =3.053; Cronbach's alpha=0.824 %Variance = 17.959			
Femininity			
It is more important for men to have a professional career than it is for women.	2.51	1.092	0.717
Men usually solve problems with logical analysis; women usually solve problems with intuition.	2.59	1.086	0.808
Solving difficult problems usually requires an active, forcible approach, which is typical of men.	2.46	1.096	0.824
There are some jobs that a man can always do better than a woman.	3	1.034	0.794
Eigen value =2.512; Cronbach's alpha=0.842; %Variance = 14.778			
Individualism			
Individuals should sacrifice self-interest for the group (either at school or the work place).	4	0.829	0.632
Individuals should stay with the group even with difficulties.	4.3	0.757	0.677
Individual welfare is more important than group rewards.	4.25	0.841	0.584
Individual success is more important than group success.	4.18	0.765	0.546
Eigen value =2.588; Cronbach's alpha=0.777; %Variance = 15.224			
Uncertainty Avoidance			
It is important to closely follow instructions and procedures.	4.12	0.76	0.719
Rules and regulations are important because they inform me of what is expected of me.	4.14	0.668	0.798
Standardized work procedures are helpful.	4.2	0.674	0.775
Instructions for operations are important.	4.23	0.615	0.698
Eigen value =2.338; Cronbach's alpha=0.764; %Variance = 13.755			

*Standard deviation

Table 4. Factors Loading for the Construct Items of Decision Making Style

Factor Title and Items	Mean	S.D*	Factor Loading
Quality Consciousness			
Siem Reap is the tourism destination with best service providers.	3.99	0.8	.700
When I choose Siem Reap, I know that it is the perfect destination.	4.11	0.763	.807
I make special effort to choose the very best tourism destination.	3.93	0.806	.685
I spend less time making decision to visit Siem Reap.	3.9	0.93	.645
My standards and expectations for Siem Reap are very high.	3.87	0.863	.551
Eigen value =2.631; Cronbach's alpha=0.762; %Variance = 15.475			
Brand Consciousness			
I prefer visiting Siem Reap due to its well-known tourism destinations.	4.21	0.754	.654
Siem Reap is my choice because the higher the price of tourism destination, the better its quality	3.72	1.003	.610
I prefer travelling to the most visited tourism destinations	4.1	0.833	.807
The most advertised tourism destinations are usually very good choice.	3.9	0.899	.719
Eigen value =2.315; Cronbach's alpha=0.714; %Variance = 13.615			
Confusion by over choice			
I often feel confused because there are many destinations to choose from	3.55	1.192	.829
Sometimes it is hard to choose which destinations to visit.	3.78	1.032	.820
The more I learn about tourism destinations, the harder it seems to choose the best.	3.86	1.044	.822
All the information I get on tourism destination confuses me.	3.38	1.07	.737
Eigen value =2.205; Cronbach's alpha=0.746; %Variance = 20.335			
Brand Loyalty			
I prefer visiting Siem Reap due to its well-known tourism destinations.	4.14	0.747	.796
Siem Reap is my choice because the higher the price of tourism destination, the better its quality	4.13	0.709	.809
I prefer travelling to the most visited tourism destinations	3.48	1.197	.575
The most advertised tourism destinations are usually very good choice.	3.1	1.399	.441
Eigen value =1.994; Cronbach's alpha=0.740; %Variance = 11.728			

*Standard deviation

Table 5. Result of hypotheses testing

Hypo-theses	Paths	(β Score)	R ² **	S.E.	C.R.	P-value
H1a	PD-> QC	-0.03	-	0.026	-0.356	0.722
H1b	PD-> BC	-0.01	-	0.026	-1.150	0.121
H1c	PD-> CC	-0.17	0.034	0.031	-3.324	0.***
H1d	PD-> BL	-0.06	-	0.038	-0.91	0.363
H2a	IDV-> QC	0.40	0.124	0.023	5.591	0.***
H2b	IDV-> BC	0.24	0.048	0.020	3.786	0.***
H2c	IDV-> CC	0.27	0.103	0.024	4.916	0.***
H2d	IDV-> BL	0.28	0.115	0.030	4.946	0.***
H3d	MAS-> BL	-0.11	0.000	0.032	-1.967	0.049
H3a	MAS-> QC	-0.08	-	0.022	-1.241	0.215
H3c	MAS-> CC	-0.09	0.000	0.025	-2.349	0.019*
H3b	MAS-> BC	-0.01	0.016	0.014	-2.813	0.005
H4a	UA-> QC	0.37	0.085	0.023	5.591	0.***
H4b	UA-> BC	0.33	0.059	0.016	4.121	0.***
H4c	UA-> BL	0.18	0.078	0.023	4.576	0.***
H4d	UA-> CC	0.30	0.030	0.017	3.032	0.002

*p<.05; ***p<.001

** Variance explained in each of the latent variable construct based on the significant relationship (p<.05)

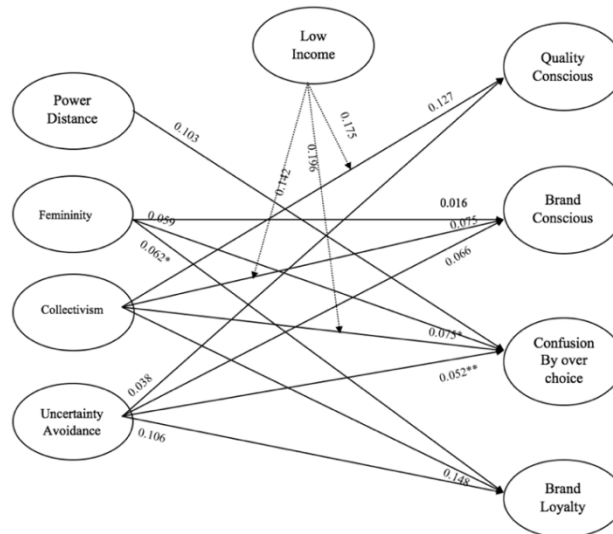
After AMOS 24.0 analysis, 12 hypotheses were supported: H1c power distance is positively associated with confusing by over choice ($\beta = -0.17, t = 0.031, p = 0.000$). H2a collectivism is positively associated with quality consciousness ($\beta = 0.40, t = 5.591, p = 0.000$). H2b collectivism is passively associated with brand consciousness ($\beta = 0.24, p = 0.000$). H2c collectivism is positively associated with confusing by over choice ($\beta = 0.27, p = 0.000$). H2d collectivism is passively associated with brand loyalty ($\beta = 0.28, p = 0.000$). H3a femininity is passively associate with brand consciousness ($\beta = 0.016, p = 0.005$). H3c femininity is positively associated with confusing by over choice ($\beta = -0.09, p = 0.019$). H3d femininity is positively associated with brand loyalty ($\beta = -0.18, p = 0.049$). H4a high uncertainty avoidance is positively associated with quality consciousness ($\beta = -0.37, t = 0.023, p = 0.000$). H4b high uncertainty avoidance is positively associated with brand consciousness ($\beta = 0.33, t = 0.016, p = 0.000$). H4c high uncertainty avoidance is positively associated with brand loyalty ($\beta = 0.18, p = 0.000$). H4d high uncertainty avoidance is positively associated with confusion by over choice ($\beta = 0.030, p = 0.002$).

Result of Objective Three: To examine the moderating effect of income on the relationship between cultural values and tourist decision-making styles.

Table 6. Difference in Chi-square Statistic for Moderating Effect of Income

Variable	Model	χ^2	d.f	p-value
Income	Unconstrained	1798.104	920	<0.001
	Fully constrained	1837.161	945	<0.001
	Differences in Values Between Model	χ^2 39.057	d.f 25	p-value 0.036

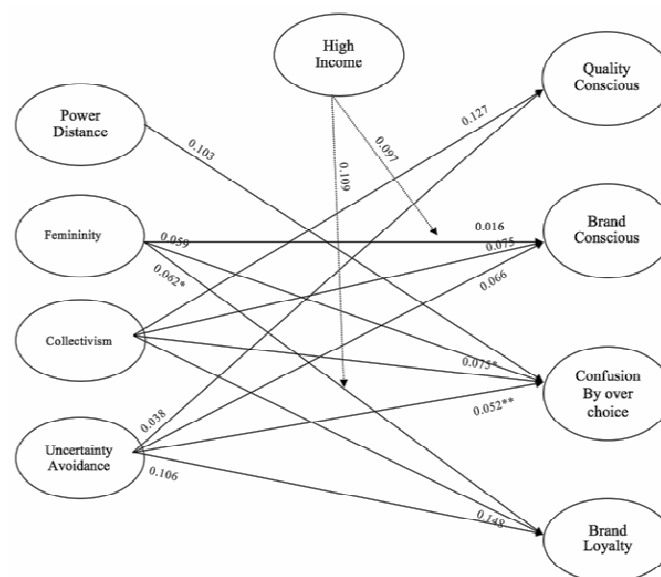
For the moderator, income (H5) was tested using multi-group analysis technique. There were three steps involving: (a) estimating the model across each group (unconstrained); (b) estimating the model across each group, constraining the path coefficients to be equal (constrained model); and (c) comparing model fit of the constrained model to the unconstrained model. All Chi-square values were larger than Chi-square threshold (=1804.584, $p < .01$). Thus, income moderated the relationship between cultural values of PD, MAS, IDV, and UA and decision-making styles. H₅ was supported.



p-value less than .001
 *p-value less than .05
 ** p-value less than .01

Figure 2. Structural Equation Modeling for Cultural Impact on Decision Making Style

Among low income tourists, income moderated three paths (1) Collectivism and QC ($\beta = 0.175, t = 5.006, p = 0.000$), (2) Collectivism and BC ($\beta = 0.142, t = 4.33, p = 0.000$), (3) Collectivism and CC ($\beta = 0.196, t = 5.086, p = 0.000$) as shown in Figure 6. Thus, (1) the relationship between collectivism and quality consciousness was different among low income tourists; (2) the relationship between collectivism and brand consciousness was different among low income tourists; (3) the relationship between collectivism and confusion by over choice was different among low income tourists.



p-value less than .001
 *p-value less than .05
 ** p-value less than .01

Figure 3. Structural Equation Modeling for Cultural Impact on Decision Making Style

Among high income tourists, income moderated only two paths (1) Femininity and CC ($\beta = -0.097$, $t = -2.454$, $p = 0.014$) and (2) Femininity and BL ($\beta = -0.104$, $t = -2.293$, $p = 0.022$) as shown in Figure 7. Thus, (1) the relationship between Femininity and CC was different among high income tourists; (2) the relationship between Femininity and BL was different among high income tourists. However, whether tourists were from low or high income, the relationship between UA and DMS was the same.

Low power distance, collectivism, femininity, and high uncertainty avoidance were demonstrated among Cambodian tourists. These cultural values promote tolerance, solidarity, cooperation and freedom which are very crucial in creating more equality and inclusion in the society. Low power distance indicates equality. Distribution of power between high and low position is acceptable. People are more cooperative and less dependence. The range of life style is also expanding. People have more freedom to execute and make decision. The results were in line with previous work (Berkvens, et al. 2012; Antónia, 2011). The result of this study also confirms that people view positively on the role between men and women concerning their house keeping job and professional career. People are sensitive and concerned with quality of life. Since they share family bonding, they seek to support one another for the welfare of every member of the family.

Table 7. Result of hypotheses tested in this study

Hypotheses	Result of Testing
H1a Power distance is positively associated with quality consciousness.	Rejected
H1b Power distance is positively associated with brand consciousness.	Rejected
H1c Power distance is positively associated with confusion by over choice.	Supported
H1d Power distance is positively associated with brand loyalty.	Rejected
H2a Collectivism is positively associated with quality consciousness.	Supported
H2b Collectivism is positively associated with brand consciousness.	Supported
H2c Collectivism is positively associated with confusion by over choice.	Supported
H2d Collectivism is positively associated with brand loyalty.	Supported
H3a Femininity is positively associated with quality consciousness.	Supported
H3b Femininity is positively associated with brand consciousness.	Rejected
H3c Femininity is positively associated with confusion by over choice.	Supported
H3d Femininity is positively associated with brand loyalty.	Supported
H4a Uncertainty avoidance is positively associated with quality consciousness.	Supported
H4b Uncertainty avoidance is positively associated with brand consciousness.	Supported
H4c Uncertainty avoidance is positively associated with confusion by over choice.	Supported
H4d Uncertainty avoidance is positively associated with brand loyalty.	Supported
H5 The relationship between cultural impact and decision making style differs among low and high income tourists.	Supported

5. Discussion

Low power distance, collectivism, femininity, and high uncertainty avoidance were demonstrated among Cambodian tourists. These cultural values promote tolerance, solidarity, cooperation and freedom which are very crucial in creating more equality and inclusion in the society. Low power distance indicates equality. Distribution of power between high and low position is acceptable. People are more cooperative and less

dependence. The range of life style is also expanding. People have more freedom to execute and make decision. The results were in line with previous work (Ana Sperancin 2010; Berkvens, et al. 2012; Antónia, 2011). The result of this study also confirms that people view positively on the role between men and women concerning their house keeping job and professional career. People are sensitive and concerned with quality of life. Since they share family bonding, they seek to support one another for the welfare of every member of the family.

Three potential groups of tourists of easy-going (fun and entertainment), variety seeking (more experienced tourists), and quality and brand seeking tourists (young and energetic) were discussed:

Easy-going tourists: this segment is aligned with the less-experienced buyers reported by (Mansi BatraPatney, 2010), who are unsure of what to expect concerning with tourism consumption. The consumers who appear to actively look for fun while visiting a place or buying a product. They prefer activities that they can indulge with their friends or family (Lui et al. 2011). They were low power distance, collectivism and high uncertainty avoidance. They tended to ask more advice from family or friends to avoid risks. This finding was in line with Tamid (2012) who suggested that consumers from collective culture expected high standard quality of products. He also concluded that collective consumers approached decision making more carefully and rationally.

Variety seeking tourists: these are tourists who look for new experience and new attractions every time for each vocation. Since they scored high on all aspects of quality, brand, confused by over choice, and loyalty, they are the most difficult group to satisfy. Although they are satisfied, they might not come back. These tourists drive great hedonic choice for a product or service which is central for vocation (Inman 2003). Their choice of destination was a means for self-expression, a symbol of what they wanted and didn't want to be (Herbert Woratschek and Chris Horbel 2005). They were high collectivism and uncertainty avoidance.

Quality and brand seeking tourists: They were tourists who appeared to actively engage in seeking the best combination of quality trips and well-known destination. Pertaining to embracing high quality service at the destination, these tourists were found to be similar with Chinese consumers who loved to purchase high quality products to build their uniqueness (Roberts, 2007). The finding also supported Xinran Y Lehto (2014) whose finding revealed that tourists with lower educational levels are generally more brand conscious than those with higher educational levels. Similarly, Punniyamoorthy and Raj (2007) found that tourists with low income tend to look for quality products and brand name to avoid risks and demonstrate prestige.

In this study income is confirmed to have a moderating effect on the relationship between cultural value and decision-making style. Low income tourists tend to be financially constrained and price conscious whereas high income seek leisure, spends more time on planning for holiday (Ghani& Jan 2011; Salman Yousaf & Li Huaibin 2013). In contrast, the lower the income was, the higher tendency to be socially influenced. Tourists more often took into account the suggestions from their family, relatives, and friends. Furthermore, this study found that the least income tourists (Cluster 3 with 44.9% making less than KHR600,000 or USD150) had the highest proportion of family accompanied (54.3%) which confirmed the Abraham (2011) findings.

The result demonstrated that Cambodian tourists were less experienced, moderately educated with substantial income (74% earned more than average income of KHR560,000 or USD140 per month). The demographic information show that young people is dominating Cambodia's domestic travel tourists especially people between 18 and 25 who are generally born after 1980s (Generation Y). Unlike most developed countries, Cambodian youth tend to prefer travelling with friends or family. Growing up in the era of internet and social media, they tend to share their travel experience and search for attractions anywhere anytime; gradually they will become more sophisticated and experienced in travel planning (Jin, Lin, & Hung. 2014).

For easy-going tourists, marketing communication message with typical sales and promotional offers and price reductions are likely to be very effective for this segment. This is because the price or promotion based message are likely to provide savings, quality, and convenient benefits to these consumers, thus, providing overall product consumption experience. Furthermore, Cambodian tourist are likely to visit the same place again and again (Lui, Kuo, Fung, Jap, & Hsu. 2011).

For quality and brand seeking tourists, the fact that this cluster scored high on quality and brand is strategically significant for destination marketers planners in Siem Reap. Individuals driven by collective decision-making are likely to focus on message that are reflecting group idealism (MansiBatraPatney. 2010). This implies that it would be wise to improve the tourism package including accommodation, food and beverage, and entertainment activities with a great emphasis on effective communication by encouraging staff to develop personal rapport and dialogue, service and quality management with such customers. The effectiveness with this strategy could be further developed by using the message to reflect dimension of trust, reliability, and more organized. Interestingly, variety seeking tourists are opinion leaders which mainly exert influence on people in their own social network because they frequently talk to friends, family, or others. These potential customers will act as sales force for the service provider. They must be identified and encouraged to tell about their experience, enabling the acquisition of new customers. For those tourists who look for quality and brand. Destination managers or marketers are required to improve the attractiveness of the products including recreational and fun activities, good quality of food and accommodation as well as the well known destination. This segment has no

concern with price, thus, expectation is high and hard to satisfy (Antónia, et al, 2011).

6. Conclusion

Cambodian tourists were found to have low power distance, femininity, collectivism, and high uncertainty avoidance. The two dimensions of collectivism and uncertainty avoidance had a significant impact on all four decision-making styles of quality, brand, confusion, and loyalty. The findings revealed three clusters of tourists (1) easy-going, (2) variety seeking, and (3) quality and brand seeking tourists. The relationship between CCV and DMS differs among low and high income tourists. This initial research on Cambodian tourists was crucial for business intelligence to understand consumer behavior based on the cultural norms. The result provides an ample and meaningful implication for academic, business, and tourism policies. This finding also presents a great opportunity for the foreign and local investors seeking marketing opportunities in Siem Reap as well as other tourism attractions throughout Cambodia.

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