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ADAPTIVE SELLING BEHAVIOR, CULTURAL INTELLIGENCE, AND
CULTURAL SENSITIVITY AS PREDICTORS OF SALES PERFORMANCE ON
INTERNATIONAL SALES REPRESENTATIVE

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This dissertation, written by Ricardo Galeano Rojas, and entitled Adaptive Selling Behavior, Cultural Intelligence, and Cultural Sensitivity as Predictors of Sales Performance on International Sales Representative, having been approved in respect to style and intellectual content, is referred to you for judgment.

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Florida International University, 2023

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DEDICATION

Thank God for your guidance in my academic journey. I dedicate this dissertation to my family; they have inspired me through this path. I want to emphasize the importance of my wife's support, who encouraged me to pursue my dreams and never give up. To my daughter, there is always an opportunity to grow without age limits, and to my little Matias, who was born in the final stage of this process and gave the absolute inspiration to finish this process. Additionally, I want to mention my loved friend Robert, who always encouraged me to pursue my goals.

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ABSTRACT OF THE DISSERTATION

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This study identifies factors influencing sales representative performance in a cross-cultural business environment. The hypotheses were developed based on cognitive resource, goal, and performance theories. The model integrates constructs directly related to the research and investigates the contribution of adaptive selling behaviors, cultural intelligence, and cultural sensitivity in the sales performance of USA salespeople working in cross-cultural environments.

Data for this study were collected from a cross-sectional sample of sales representatives in the US. A web-based survey through Qualtrics was distributed to participants through Amazon Mechanical Turk (MTurk). Data from 220 responders were collected and analyzed using regression analysis. The results of this study showed how cultural intelligence and cultural sensitivity impact sales representative performance in a cross-cultural environment. The results showed that cultural intelligence and cultural sensitivity are significantly related to sales performance. For instance, the positive relationship between cultural intelligence on sales performance showed that when

salespeople perform their duties in cross-cultural environments, they require a high level of cultural intelligence to increase their performance. Conversely, the negative relationship between cultural sensitivity and sales performance demonstrated that with higher cultural sensitivity, sales performance decreases, indicating that when salespeople perform their duties in cross-cultural environments, cultural sensitivity may become uncomfortable.

This research showed the importance of hiring salespeople to understand cultural differences. Furthermore, this study emphasized that organizations require preparing and providing practical management methods that can impact the sale performance of their sales representatives that perform their duties in cross-cultural environments. This study improved our understanding regarding the importance of salespeople's performance by revealing the cultural factors that impact sales performance for those that perform their duties in cross-cultural environments. This study expands on the literature by introducing cultural intelligence and cultural sensitivity as antecedent factors influencing salespeople's sales performance in cross-cultural settings.

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Chapter 1. Introduction

Researchers have recently focused on maintaining business connections in cross-cultural environments (Charoensukmongkol, 2020; Engle & Nash, 2016; Hansen, et al., 2011). Managing business relationships in this context is not easy, not least because of the direct distance and cultural differences (Guzmán-Merced, 2017; Sahin & Gürbüz, 2020) between the business partners. When business relations cross cultural borders, cultural differences are likely to saturate the relationship (Lan et al., 2022)

Building and maintaining commercial ties in global markets requires interaction with clients in various cultural contexts (LaBahn & Harich, 1997). This ability could be seen as a strength, giving the export company an edge to compete successfully in cutthroat international markets (Harich & Labahn, 1991; Wong & Tan, 2018; Zheng et al., 2023).

Understanding how business is conducted in the partner's own culture and business environment, including buyer behavior and channel distribution arrangements, is necessary for managing cross-cultural commercial relationships efficiently (Ralph William Giacobbe, 2002; Franke & Park, 2006), business regulations, and negotiation patterns (Hansen et., 2011).

Firms face increasing commoditization of products (Spiro et al., 1990). Price and product quality are vulnerable to copying; thus, standing out from the competition becomes essential. One strategy to stand out from competitors is emphasizing relationships (Franke & Park, 2006; Zallocco et al., 2009), which suggests that achieving competitive advantage requires moving beyond manufacturing efficiencies and price-

based competitiveness (Ohiomah et al., 2019). Distributors tend to spend more time and resources on those suppliers with whom they have established a relationship (Plank & Reid, 1994; Schepker & Ingram, 1996). As a result, one might enhance client interactions and consider their circumstances to ensure fruitful and lasting business relationships (Avila et al., 1988). Investigating if the capacity to deal with cultural differences helps preserve company ties in export marketing channels can also be helpful from this angle.

Cultural sensitivity is a term that is occasionally used in research on managing cultural differences. Researchers interested in non-equity strategic alliances (Johnson et al. 1996), foreign marketing, and other fields have shown some interest in the cultural sensitivity idea (Katrinali & Penbek, 2010), cross-cultural training of expatriates (Harich & Labahn, 1991) and inter-organizational relationships in selling-buying cross-border contexts (Barrett & Nguyen, 2003; Holzmüller & Stöttinger, 2001). However, researchers have said that cultural sensitivity is still somewhat evolved (LaBahn & Harich, 1997), pointing out that cultural sensitivity may not fully capture its intended conceptual domain. As a consequence, there is a potential to develop the concept further (LaBahn & Harich, 1997; Miller et al., 2020)

This researcher sought to understand what factors influence sales performance when sales individuals develop their duties in cross-cultural settings. Charoensukmongkol (2020) suggested that specific skills, approaches, motivating factors, selling strategies, and leadership methods of sales individuals could influence successful sales performance. Sale performance measures the success level of a company, sector, project, or employee concerning a specific goal. It is used as an

indicator demonstrating efficiency in achieving objectives for an extended cycle across distinct economic conditions and competitive circumstances.

Sales performance is contemplated significantly in other business research due to the importance of this measurement as a critical enterprise indicator. For instance, (Charoensukmongkol & Suthatorn, 2020) explained that sales performance indicator allows measuring sales individuals with several practical foundations, such as their measurable technical knowledge, capability to describe and denote knowledge, confirm proficiency in the related field, and the ability of service skills to customers.

Giacobbe et al. (2006) noted that sales performance predictors had been investigated empirically through circumstances, firms, industries, products, and types of consumers. Nevertheless, there are still opportunities to learn more about factors influencing sales performance, such as sales individuals developing their duties in cross-cultural settings.

For several companies, success in cross-cultural environments or international markets depends mainly on how they handle their interactions with suppliers, wholesalers, and representatives from overseas backgrounds. It is here where global cultural differentiations are prone to frighten foreign selling.

Apsalone and Šumilo (2015) described that many organizations consider foreign markets due to rising home market competition or limited domestic market opportunities. Nevertheless, being exposed to various cultural norms, including unfamiliar business practices, languages, and verbal and non-verbal communication, are some challenges that sales representatives can face when performing their duties in cross-cultural environments.

Katrinli and Penbek (2010) resalted that performing business in cross-cultural settings has shown excellent study interest in recent years and how globalization's contribution has changed how organizations handle businesses and when companies perform with overseas customers.

Spiro and Weitz (1990) emphasized the importance of superior levels of adaptive selling to gain an advanced understanding of what sales individuals and customers mean to deliberate in their negotiation. Harich and Labahn (1991) described how adaptation facilitates decreasing cultural differences after business allies deal in cross-cultural locations.

Charoensukmongkol and Sexton (2011) mentioned that organizations and salespeople who carry out their jobs internationally must demand their personnel to work in different and culturally diverse business environments. It is intriguing to realize how cultural traits like cultural sensitivity and intelligence affect sales effectiveness.

Magnusson et al. (2013) suggested that successful international salespeople must have high cultural intelligence degrees. When working in cross-cultural environments, they also need to have different knowledge, viewpoints, and levels of adaption than when working in home environments.

Alteren (2007) emphasized cultural intelligence as a prerequisite for worldwide selling and discussed how it affects salespeople's performance. The ability of a salesperson to interact with cultural variations in scenarios involving multiple cultures is examined through the lens of cultural intelligence.

Giacobbe (2002) highlighted that because it affects salespeople's performance, adaptive selling is a contributing factor explored in many sales performance models that have attracted substantial interest over the past ten years. Spiro and Weitz (1990) noted that high levels of adaptive selling are crucial when dealing with cross-cultural environments to explain what sales individuals and customers aim to consider in the negotiation stage.

Hansen and Singh (2011) noted that 20% of the variation in sales success could be attributed to adaptive behaviors, and current research generally confirms the view that adaptable selling behavior improves performance. Because culturally sensitive salespeople will be better suited to forging and maintaining cross-cultural partnerships, it argues that cross-cultural sales conditions will hold the same relationship.

In international business, salespeople must be prepared to cope with different business environments and business practices (LaBahn & Harich, 1997; Westjohn & Magnusson, 2017). This study aimed to investigate to what extent there are differences in relational qualities of business relationships with customers located in a similar culture group versus customers from a different culture group. This researcher investigated whether cultural intelligence and culturally sensitive salespeople have a significant role in maintaining business relationships when dealing with customers of diverse cultures.

Chapter 2. Literature Review

International business interactions have benefited companies by allowing them to increase their sales volume and lower their production expenses. Numerous studies have focused on maintaining commercial ties in cross-cultural settings in recent years.

Sales Performance (SP)

It is possible to determine how well the sales team or individual salespeople perform over time by assessing performance using a recognized indicator, such as sales performance. Previous research noted that salespeople play a significant role in deciding the overall success of many businesses, placing ongoing pressure on them to carry out vital duties, including revenue generation, that need their full attention because they are highly measurable (Schwepker & Ingram, 1996).

Cook and Hababou (2001) noted that sales performance standards are sensitive to differences in environmental settings; for example, different demographic, regional, and economic situations could be establishing why sales managers must strive to understand factors affecting salesperson performance.

Sales performance results from several distinct and focused operations, varying significantly across various businesses and circumstances (Plank & Reid, 1994). More executives require information from academics about what inspires salespeople and what results in strong sales performance as problems in the commercial world increase (Linh et al., 2019).

Sales performance refers to an index of performance outcomes for a salesperson across a set of sales interactions rather than for a single interaction. It is viewed as how well salespeople perform along multiple criteria, evaluated over time instead of the sales call (Giacobbe, 2002). In the globalization of markets, sales performance has become increasingly critical to firm success (Javalgi et al., 2014). Barrett and Nguyen (2003) defined sales performance in international marketing channels as the real and perceived accomplishments resulting from the manufacturer-distributor relationship.

Charoensukmongkol et al. (2020) stated that salespeople have direct contact with customers, making them critical components of businesses and playing a crucial role in aiding businesses in identifying and meeting consumer expectations. However, salespeople cannot use their current knowledge to respond appropriately to changing market environments due to unpredictably volatile market conditions.

The concept of sales performance is crucial to business because it enables the creation of reports that impact business decisions. Linh et al. (2019) noted that the research topic of salesperson performance had been considered a central point in improving companies' development and emerged as a hot topic in recent decades, which has driven much-published research.

To understand the drivers of sales performance, Ohiomah et al. (2019) proposed that it is essential to validate different conceptual models that influence sales performance when the job duties are done in environments that contrast with home settings. Based on the above point, it is possible to introduce and empirically validate cultural predictors that influence sales performance outcomes.

Mintu-Wimsatt et al. (2004) stated that international sales positions require specific qualifications where international experience is mandatory. This analysis can relay to sales performance because experienced sales individuals are more knowledgeable about customers' needs, directly influencing their performance.

Explaining the factors that lead to sales performance and how these differ among contexts is critical for managers and researchers in sales and marketing. Verbeke et al. (2010) noted that sales performance had been a hot topic in sales and marketing research in their meta-analysis study. Still, they also remarked that researchers in this field must

design different models to test a variety of determinants that potentially can discover several sales individuals' behaviors in cross-cultural contexts.

The belief that sales skills can produce or drive potential business benefits was studied by Pettijohn et al. (2007). Their research analyzed how sales individuals' development of skills improved performance levels. They also noted limited research about the relationships between specific salesperson skills and sales performance.

Zalocco et al.(2009) mentioned that measuring, monitoring, and assessing the sales individuals' activities is crucial for businesses to meet goals. They also supported that the factors influencing sales performance are highly connected and that with a simplified model, it is only possible to show some of the interactions between these variables.

Prior research by Charoensukmongkol and Pandey (2021) noted that what contributes to cross-cultural sales performance remains unclear as to what role cultural differences play. These researchers also noted that multicultural selling is more complicated and tricky than local selling.

Circumstantial factors influencing a salesperson's performance are often beyond their control. The indirect variables impacting sales individuals' performance are the economy, societal developments, culture, law and politics, technology, and competition. All said above can determine that sales individuals can help to improve their sales performance if they are aware of the cultural expectations of overseas customers.

Indeed, sales performance is a vital outcome measurement for most businesses that want to understand the buyer-seller relationship due to the determinants of its

success. Firms in cross-cultural markets understand that what sales individuals deliver is critical for customer satisfaction and affects company goals.

Cultural Intelligence (CQ)

Cultural intelligence has been established in the management literature as a measurable display of human differences. Individuals can be organized according to how much of this trait they hold (Thomas et al., 2012). Learning to lead with intercultural empathy, considering different cultural backgrounds, and being able to contribute cultural knowledge are ways to improve sales skills.

Cultural intelligence is defined by Engle and Nash (2016) as a person's competence to perform successfully in culturally diverse settings. It may be seen as connected to other "real-world" intelligence measures, such as social intelligence and emotional and practical intelligence. Engle and Nash proposed Cultural intelligence as a multidimensional construct of four aspects: cognitive CQ, metacognitive CQ, motivational CQ, and behavioral CQ.

Prior research by Engle and Nash (2016) noted that Cognitive CQ could be characterized by expertise structures concerning cultural attributes such as values, norms, practices, and conventions that adjust between countries. Engle and Nash also remarked that Cognitive CQ exhibits the process a person uses to establish and label their cultural knowledge and therefore defines their level of cultural knowledge.

Metacognition involves the ability to consciously and deliberated monitor one's knowledge processes. It encompasses individuals' mental processes to obtain and recognize cultural knowledge, incorporating knowledge and control of individual thought

processes connecting to culture. Hansen and Singh (2011) described metacognitive CQ as the capability to handle and control cognition to superior information acquirement skills to be aware of others' cultural inclinations before and during interactions.

Şahin and Gürbüz (2020) described motivational CQ as the capacity to guide attention and resources regarding knowledge about and operating in culturally diverse circumstances. Also, motivational CQ refers to the measure of interest and motivation to adapt to new cultural surroundings through the individual's attention and energy level toward learning about and functioning in situations characterized by cultural differences (Engle & Nash, 2016).

Kimber et al.(2022) described behavioral CQ as the competence to exhibit practical verbal and nonverbal behavior in cross-cultural relations. It also refers to the skill and flexibility to exhibit situation-appropriate behaviors. Engle and Nash (2016) noted that this trait of cultural intelligence reflects the skill to communicate verbal and nonverbal actions appropriate in particular cultural settings. This aspect of cultural intelligence demonstrates how to display appropriate verbal and nonverbal measures in unique cultural backgrounds. Generally, individuals with high behavioral CQ tend to have a broad and flexible repertoire of behaviors (Charoensukmongkol, 2016).

Engle and Nash (2016) addressed the antecedents of cultural intelligence identified and suggested, including international travel, work knowledge, study abroad, and perceived self-efficacy. For instance, the individual characteristics of openness to background, risk orientation, need for control, language skills, living in diverse cultural settings, cross-cultural work experience, parental and educational experiences, personality and language, and multicultural experiences.

Şahin and Gürbüz (2020) noted that cultural intelligence is an individual's capability to deal effectively with culturally diverse situations. It indicates a degree to secure and control information, draw inferences, and successfully respond to a new cultural setting. Addressing skill sets that support an individual's effectiveness in transferring social skills from one cultural context to another, CQ facilitates cross-cultural respect, recognition and reconciliation, and adaptation.

Thomas et al. (2012) presented cultural intelligence as a structure of knowledge and skills connected by cultural metacognition that enables people to change, choose, and shape the cultural aspects of their environment. It encompasses both cognitive and metacognitive concepts and includes many different categories of knowledge (understanding of a body of information) and skills (mastery of an application of knowledge).

Cultural intelligence plays an essential role in the decision-making, communication, and negotiation between cultures, as well as leadership, motivation of different people from a cultural point of view, and the development of one's professional career internationally. It also involves a person's skill and flexibility in understanding culture and learning about ongoing interactions.

Individuals with high cultural intelligence are competent in performing and successfully operating in different cultural settings. An example that requires a high level of cultural intelligence is when sales representatives perform their job in cross-cultural environments. In this scenario, a salesperson must know the environment's culture where the activities will be developed, which demands flexibility and adaptability. Otherwise, it

would make them difficult to formulate appropriate sales strategies for the culture where the job will be performed.

Cultural Sensitivity (CS)

Chen and Starosta (2000) defined cultural sensitivity as the capability to convert themselves affectively, cognitively, and behaviorally after the rejection stage to the integration stage in the developing process of intercultural communication. In other words, a culturally sensitive individual can influence the level of dual identity and appreciate cultural differences by progressively overcoming the difficulties of contradicting or concealing the presence of cultural differences and trying to defend their worldviews, and moving to develop an empathetic skill to accept and adapt cultural differences.

The sales individual's cultural sensitivity has been theoretically defined and estimated to have a connection with the sales rep role performance (Koponen et al., 2019). Katrinli and Penbek (2010) described that cultural sensitivity people could reach double personality, experience differences, attempt to support their worldviews, and move to an emphatic ability to accept and adapt to cultural differences.

Barrett and Nguyen (2003) noted that to reach cultural sensitivity and effectively manage cultural differences, partners must develop a deep perception of their respective partners' cultures. These researchers also noted that cultural sensitivity entails awareness, cultural understanding, and reduction of cultural bias and examines how cultural differences link with relationship marketing theories in the international business setting. Cultural sensitivity requires equal parties' substantial investment in time and work.

The attribute of a company's relationship with its overseas customers, distributors, and agents is a significant contributor to worldwide marketing accomplishment (Holzmüller & Stöttinger, 2001). Cultural sensitivity is an example of how exporters can quickly obtain and interpret foreign market information. The value and magnitude of information are relatively restricted in export firms and reasonably costly and unavailable, specifically in the developing country-based exporters case (Gu et al., 2019).

Cultural sensitivity leads to awareness, cultural understanding, and reduction of cultural bias. Prior research by Nguyen et al. (2004) described how cultural sensitivity helps individuals to understand the behavior or communication of others. These researches also suggested that information exchange remains unexplored in international business relationships.

Harich and Labahn (1991) study conceptualized cultural sensitivity as an essential measurement of the customer's perception of salesperson role performance and perceived it from an individual's open-mindedness regarding cultural differences. This concept is assumed as how the individual is identified to behave correctly in overseas cultures.

Alteren (2007) remarked that the cultural sensitivity concept appeals to attention among scholars whose interests incorporate non-equity strategic alliances, international marketing cross-cultural training of expatriates, and inter-organizational relationships in selling-buying cross-border contexts. This researcher also remarked that scholars had raised their opinions to advise that cultural sensitivity is still a loosely developed concept that needs the most profound study to understand its implications.

Holzmüller and Stöttinger (2001) pointed out that cultural sensitivity is a psychological connection between home and host culture. This view disagrees with the

business practice mentioned earlier, where language or professional knowledge and skills are critical prerequisites for successful foreign responsibilities.

Finally, worldwide negotiations are highly culture-sensitive in global sales management (Holzmüller & Stöttinger, 2001). To deal with overseas conditions, not only culture but related know-how is also the key to success. To properly understand and eventually anticipate, for instance, competitive reactions, cultural sensitivity is crucial.

In general terms, cultural sensitivity is the adjustments relating to cultures without valuing the differences (better / worse, right / wrong). It is simple for conflicts to arise at this point, mainly if a pattern or principle goes against the idea of multiculturalism. A previous study showed that internal conflict (personal and organizational) occasionally develops about this matter (Koponen et al., 2019). A dispute is sometimes easy to manage but can be handled well if everyone knows the firm's goals.

Many organizations invest heavily in providing employees with language lessons and cultural sensitivity training to introduce their business to foreign markets. This allows them to correctly address the protocol, procedure, communication styles, and negotiation approaches (Katrınli & Penbek, 2010). These companies appreciate that expanded cultural sensitivity will improve and build longer and more prosperous relationships in a competitive world. Nonetheless, progress could be faster. Katrınli and Penbek (2010) noted that, unfortunately, an involuntary viewpoint of cultural superiority still appears to reign, assuming that the rest of the world does business as we do. If they do, they should.

Cultural sensitivity enhances and predicts the confidence attribute of correlation level with sales performance. In the current international business environment, the impact of cultural sensitivity is still a frame of empirical investigation. No such research

has investigated the effects of cultural sensitivity on sales individuals that perform their job in cross-cultural environments. Nevertheless, there is a need to connect cultural sensitivity and the actual measurable sales performance of cross-cultural sales individuals. The social interaction between sales individuals and clients is critical for establishing advanced connections.

Adaptive selling behavior (ASB)

Adaptive selling is the alteration of sales-related behaviors throughout a customer contact or across customer interactions founded on identified information approaching the nature of the selling situation (Giacobbe, 2002). Kimber et al. (2023) noted in their study that adaptive selling behavior significantly predicts sales performance. Its relevance is even more valuable in the international context, where personal differences will likely be more pronounced.

Robinson et al. (2002) pointed out that to preserve sustainable success, sales individuals should be able to benefit from relationships effectively and efficiently. Developing and managing consumer connections are critical for the sales individual's role in present organizations.

Giacobbe (2002) addressed that adaptive selling behavior is not an all-or-nothing proposition. Various degrees of structure, or conversely, flexibility, govern a salesperson's presentation approach. Alarcón (2020) remarked that adaptive selling, due to its flexibility characteristics, adaptability, and understanding of customer needs, is an aspect that deserves more investigation in the field of sales associated with its potential as a dynamic capacity to obtain high performance.

Adaptive selling requires that sales individuals modify their sales behavior throughout customer contact or across-customer interactions based on perceived information about the characteristics of the selling condition (Hansen & Singh, 2011). This situation requires that sales individuals be open to detecting differences with customer support and alter their sales approaches based on their behaviors.

In the international sales and sales management research literature, researchers have identified adaptive selling as an essential growing topic, highlighting the necessity for sales individuals to adjust their communication with customers from different countries and cultural backgrounds. For instance, Kimber et al. (2022) presented that sales individuals can perceive a customer's response and reply to it, expanding the efficacy of the sales effort by adapting the sales approach.

Regarding the demographic attributes of sales individuals, and opposite to researchers' expectations, age, gender, and education do not appear to influence adaptive selling behavior directly (Kimber et al., 2022). Kimber et al. (2023) noted that the evidence of interaction impacts with demographic is low. However, its research allowed researchers to determine other variables and their effects; for example, gender differences in adaptive selling behavior exist only in young sales individuals, and conventional education may influence adaptive selling behavior only among older sales executives (Kimber et al., 2022).

Giacobbe (2006) noted that sales performance research that integrates adaptive selling behavior and related constructs with other "traditional" predictors also needs additional analysis. These researchers identified the relationship between adaptive selling

behavior and many personal selling variables involving salesperson characteristics and abilities, situational variables, and multiple sales performance measures.

Spiro and Weitz (1990) developed a measure called ADAPTS, which is used to assess adaptive selling behavior. They found that this measure was positively correlated with self-reported sales performance measures. Individuals who scored high on the ADAPTS measure also reported high sales performance. However, the study also found that the ADAPTS measure was negatively related to sales performance based on managerial assessments. This discrepancy between self-reported and manager-assessed sales performance highlights the importance of considering multiple perspectives when evaluating the effectiveness of adaptive selling behaviors.

Sales individuals can use the information they gather about possibilities earlier or throughout an interaction to adapt the subject and setup of their communication for more efficient messages. Franke and Park (2006) stated that the advantages of adaptive selling behavior would be expected to balance the cost of gathering and answering to information in unique environments, such as when the sales individual has the required resources.

The selling process and outcomes for buyers and sellers can be described as the ability to change sales behaviors thru customer interactions or beyond client connections recognized on identified information approaching the characteristics of the selling condition (Chakrabarty et al., 2004).

Adaptive selling is an adapted or personalized sales methodology, studying the type of client, sales condition, and feedback received. Comer et al. (1996) described adaptive selling behavior as recognizing the customer's requests and needs and modifying

the sales interaction in reply to those needs. Identifying an individual's social style is an essential feature of adaptive selling.

Singh and Das (2013) mentioned that the adaptive selling behavior strategy empowers sales individuals to adjust communications to fit clients' requirements and preferences, which may lead to a customer-centered, problem-solving orientation. They also suggested that an empathetic connection between sales individuals and customers could result from adaptive selling behaviors.

Theoretical Framework

This researcher looked at the applicability of Bandura's social cognitive theory in understanding a salesperson's performance. Social cognitive theory is based on the idea that people's degrees of self-efficacy efficacy, the confidence that they have the skills needed to do a specific task, directly impact a direct impact on their levels of expectation and, consequently, effort. Bandura contends that a person's ability to build self-efficacy is greatly influenced by their coworkers' behavior and cultural backgrounds.

The social cognitive theory is applied to human development, adaptation, and change. The idea distinguishes between three types of agency: individual personal agency, proxy agency (where people persuade others to act on their behalf), and collective agency (where people work together to change the future). Our area is rife with divisive dualisms that put personal agency against social structure, individualism against collectivism and commonality, and autonomy against dependency. Individual, proxy, and group instrumentality have different cross-cultural drivers and agentic mixtures. To get through the day, however, regardless of the cultural environment in which one lives, all

agentic modes are necessary. Cultures are diverse social systems, not unchanging monoliths (Bandura, 2002).

Scott and Beuk (2020) described the social cognitive theory as the person's interaction, external social context, and response to environmental stimuli. The social cognitive theory is based on the concept that organisms' populations change over time due to natural selection. This frame has been significantly applied to describe career interests and choices.

The basic premise of social cognitive theory is that a person's behavior results from three common factors. These are behavior, personal characteristics, and the environment. Bandura (2002) noted that behavior concerns the social world and the influence of other people's behavior. The focus is on sharing experiences with others and shaping a people's behavior through modeling that behavior by others and subsequently imitating that behavior.

The social cognitive theory states that learning appears after the social setting and arises vicariously by observing, listening, and reading. That is, it is obtained through modeling. According to this theory, modeling promotes learning through observing behaviors and interacting with the environment, meaning a behavior can be learned simply by observing how a person performs it. The cognitive, behavioral, and affective adjustments derive after following models (Mcmurrian, 1999).

The diverse and dynamic nature of cultures is highlighted by intracultural variability and intraindividual variation in psychosocial orientations across domains of functioning. Expanding the scope of cross-cultural analysis is necessary given countries' increasing cultural diversity and globalization and their interconnectedness in cyberspace,

defying time, space, place, and national boundaries. The topics of interest revolve around how local, regional, and international influence cultural life (Bandura, 2002).

The social cognitive theory is best adapted to explain how people evolve, adapt, and grow within various cultural contexts. The fundamental question of whether there is a universal human nature or a variety of human natures produced by different cultural milieus must be addressed in cultural analyses and necessitates a succinct description of the social cognitive theory's view of human nature (Bandura, 2002).

Through its broader conception of human agency exercised individually, socially mediated, and collectively, social cognitive theory offers a theoretical framework relevant to individual and collective-oriented cultural structures. The social cognitive theory has been assessed for its ability to explain phenomena and make predictions across cultural boundaries (Mcmurrian, 1999).

According to Bandura's social cognitive theory, behavior is influenced by a three-way relationship between the individual, their environment (such as institutional or personal factors), and their behavior (such as organizational actions) within a given social context (such as a particular national culture). A line of research into the applicability of social cognitive theory cross cultural boundaries looks at the development of perceived self-efficacy and other sociocognitive factors in salespeople (Stajkovic & Luthans, 1997).

Bandura's social cognitive theory's fundamental premise is that leaders can create and carry out plans more successfully when they are more intelligent. However, the theory also suggests that some factors, such as a leader's management style and experience, stress level, and task complexity, might affect how well they can be predicted based on their level of intelligence (Stajkovic & Luthans, 1997). The theory implies that

although intelligence determines work performance during highly complex and intellectually demanding tasks, the beneficial role of intelligence is less relevant when the leader undertakes more specific functions that require little cognitive effort (Bandura, 2002).

From Bandura's social cognitive theory, it may be understood that people's development, adaptation, and change in diverse cultures are essential for human interactions in any social context and their reaction to environmental stimuli, which may address the sales individuals' outcome dealing in cross-cultural settings.

Chapter 3. Research Model and Hypotheses

The literature described serves as a basis for understanding the factors influencing sales representative performance in a cross-cultural business environment. The hypotheses in this study are based on the study's research questions and have been numbered according to the research question and model.

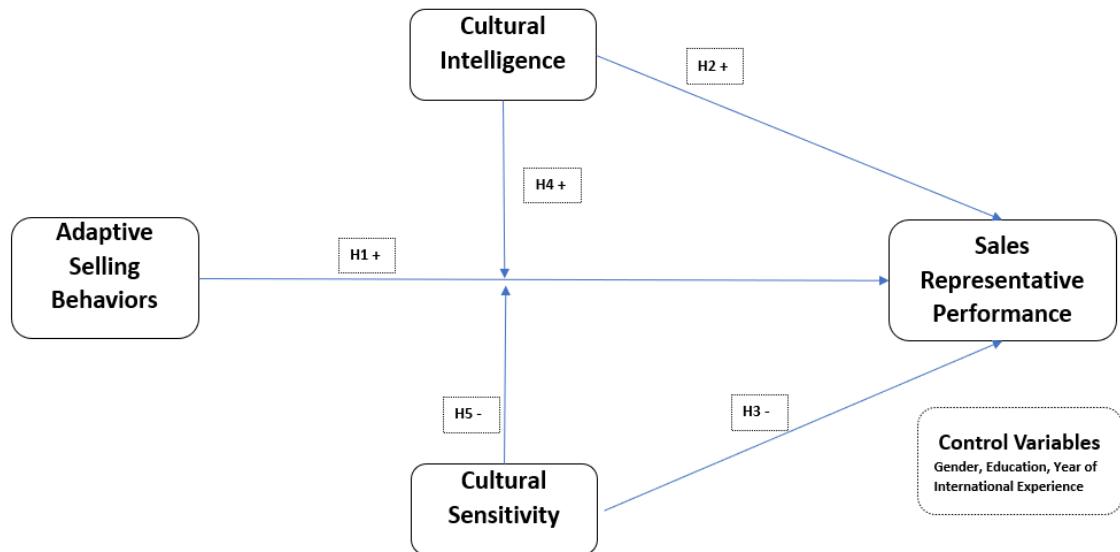


Figure 1 Preliminary Research Model

Adaptive Selling Behavior

A basic definition of adaptive selling behavior is how selling behavior is altered to match the customer better in a specific selling interaction because no best sales strategy can apply to various environments (Lee & Yoo, 2022). The level of sales adaptation can be determined by how salespeople behave with their customers and use different techniques to interact.

Salespeople engage in adaptive selling when they use different sales presentations across various sales encounters and when they adjust during these encounters; in contrast, using the same sales presentation during all sales encounters indicates a lack of adaptive selling (Comer et al., 1996).

Adaptive selling behavior is a sales activity that requires understanding customer needs and the environment where the action will occur. Wong and Tan (2018) explained that the behaviors shown by salespersons in the course of working had been found to influence sales effectiveness and are known as selling behaviors.

The way that salespeople use the information to gather prospects before or through sales interaction is described by Franke and Park (2006) as the stimuli of a salesperson's enjoyment of the sales experience. Also, adaptive selling behavior is viewed as a critical salesperson skill that helps efficiently and effectively to leverage information in memory about customers (Zheng et al., 2023). Charoensukmongkol and Pandey (2021) highlighted that because adaptive selling has been linked favorably to sales performance, sales managers pay close attention to their salespeople's use.

When evaluating the relationship between adaptive selling behavior with sales performance, research has found a significant relationship, that theoretically, as the seller

engages, the selling adaptation increases, and sales performance should improve (Giacobbe et al., 2006). Previous research has also shown a significant relationship between ASB and SP (Zheng et al., 2023; Charoensukmongkol and Pandey, (2021). Therefore, the researcher proposed the following hypothesis:

H 1: Adaptive selling behavior has a positive impact on sales performance.

Cultural Intelligence

As previously stated, cultural intelligence recognizes that people have different ways of thinking or expressing themselves. Cultural intelligence is defined in previous research as the capability to function effectively in culturally diverse environments (Kimber et al., 2022; Moon, 2013). Cultural intelligence is implicit in an individual's flexible ability to deal effectively with people from other cultures and differentiates traits like unique personality characteristics (Caputo et al., 2018).

Understanding cultural differences can be labeled an integral piece of a cultural puzzle to function effectively across cultures (Ang et al., 2015). Primarily, cultural intelligence can be described as the ability to work and interact effectively with people from different cultural backgrounds. People with high cultural intelligence can recognize cultures, work, and interact effectively with people from different backgrounds (Engle & Nash, 2016).

Cultural intelligence reflects the process a person uses to organize and categorize their cultural knowledge and therefore defines their level of cultural knowledge. Cultural intelligence is an aggregate construct consisting of four components: metacognitive CQ, cognitive CQ, motivational CQ, and behavioral CQ. Still, it is unique in that cultural

intelligence describes cultural knowledge and the ability of an individual to adapt their interactions with persons of other cultures (Engle & Nash, 2016).

The conceptualization of cultural intelligence is viewed as a multidimensional component positively related to more effective intercultural negotiation, offering a coherent theoretical approach to the literature on intercultural competencies and allowing it to use in different empirical studies (Magnusson et al., 2013).

When evaluating the relationship between cultural intelligence and sales performance, previous research has shown a significant relationship between these two constructs, describing that individuals with high cultural intelligence could function and effectively manage in culturally diverse settings (Ang et al., 2015). In a business environment, cultural intelligence is an essential tool for internal and external purposes because it provides employees at all levels with a better understanding of each other and, in turn, creates better results. Therefore, the researcher proposed the following hypothesis:

H2: Cultural intelligence has a positive impact on sales performance.

Cultural Sensitivity

Cultural sensitivity is described as the ability to recognize the difference between cultures without valuing one over another. Cultural sensitivity acknowledges cultural differences without valuing the differences (better or worse, right or wrong) (Koponen et al., 2019). Cultural sensitivity relies on awareness and accepting cultural differences, which implies that being non-judgmental about cross-cultural settings lets individuals deal effectively with these differences (Landenberg & A, 2019).

Cultural sensitivity is based on the belief that people doing something different from others does not make them better or worse. Previous research emphasized the existence of general agreements where cultural sensitivity requires cultural awareness, avoidance of cultural-bound thinking, and reduction of cultural biases (Barrett & Nguyen, 2003; LaBahn & Harich, 1997).

Identifying specific degrees in each culture's ethnicity helps build better intercultural relationships. In a workplace, cultural sensitivity plays a critical role because it can foster an environment where people are aware of the similarities and differences between people without assigning values to them or their cultures. The benefits of understanding the different beliefs, values, and customs of others become critical when dealing with cultures across the globe. At the individual level, general logistical aspects of any global engagement also are essential to determine cultural sensitivity (Resnicow et al., 2022).

Cultural sensitivity is assumed when an individual is perceived to act appropriately in foreign cultures and understand their role in international business relationships. Previous research on international channel relationships addressed issues related to cultural sensitivity, such as communication, commitment, and relationship quality (Harich & Labahn, 1991).

When cultural differences are recognized, many factors determine the levels of cultural sensitivity, such as religion, race, ethnicity, gender, education, nationality, politics, and geographic origin. Knowledge of and respect for these differences is crucial in all interactions and cultural skills development (Alsharif et al., 2019).

Previous research has shown that cultural sensitivity may become uncomfortable when assessing its relationship with sales performance. Critical reflection and recognizing personal limitations can be a surprising and awkward journey instead of facilitating a safe environment (Briscoe, 2013). Therefore, the researcher proposed the following hypothesis:

H3: Cultural sensitivity has a negative impact on sales performance.

Cultural Intelligence, Cultural Sensitivity, and Adaptive Selling Behavior

When assessing cultural intelligence on adaptive selling behavior, cultural intelligence is expected to impact adaptive selling behavior positively. Individuals with higher cultural intelligence can make accurate cultural judgments and show more significant interactional adjustment than those with lower cultural intelligence; likewise, cultural intelligence people tend to adapt better to cross-cultural environments.

It is possible to start from the premise that it is increasingly necessary to adapt to intercultural exchanges. Such exchanges occur due to the business globalization processes and people, which is why everyone is considered a global citizen. A previous study showed that cross-cultural selling serves as a valid setting to support the influence of cultural intelligence because it requires salespeople to fully understand cultural differences to adapt their selling behaviors to precisely meet the expectations of foreign customers from diverse cultures (Charoensukmongkol, 2020).

The role of cultural intelligence is to facilitate salespeople's categorization of characteristics of foreign customers to reduce the complexity in a cross-cultural selling environment. It will allow equipping the salesperson to determine which selling strategy

should fit the features of foreign customers from a specific cultural group and impact their overall sales performance.

An example of how cultural intelligence influences adaptive selling can be illustrated using the cultural differences between U.S. manufacturers and Mexican customers. According to LaBahn and Harich (1997), U.S. manufacturers must understand and adapt to Mexican business practices where language, documentation, service levels, and social relationships can be included. For example, a Mexican customer tolerates people arriving late to meetings; instead, U.S. people tend to be more emphatic with meeting schedules and prefer to arrive on time to avoid pushing out the agenda.

Cultural intelligence could be critical in enhancing international knowledge to adapt behaviors to different countries' customs, traditions, and lifestyles. Further, cultural intelligence may help determine that a salesperson with a high cultural intelligence has the skills to classify customers based on their knowledge about cultures and adapt their selling behaviors according to cultural differences, which significantly influences sales performance.

A structural hole between the “adaptive selling behavior” and “cultural sensitivity” relationship remains unexplored in international business relationships. Cultural sensitivity helps people to understand the behavior or communication of others, which requires a significant adaptation to achieve a harmonious working relationship.

To achieve adaptive selling and successfully manage cultural sensitivity, salespeople must develop a deep understanding of their respective customers' cultures. This requires substantial investment in the relationship of time and effort by both parties (salespeople and customers). By appreciating and better understanding their customer's

culture, salespeople are more likely to adapt their behavior appropriately and culturally sensitively (Barrett & Nguyen, 2003).

Early conceptualization of adaptive selling behavior has been used mainly in the discipline of sales performance effectiveness. Previous research showed that being adaptive allows the salesperson to adjust to meet customer needs, often identifiable only during the sales interaction (Giacobbe, 2002). Cultural sensitivity can be examined through the cultural attitudes toward outgroup bias (Barrett & Nguyen, 2003).

When evaluating cultural sensitivity in adaptive selling behavior, previous studies indicated that cultural sensitivity might become painful because critical reflection and recognizing personal limitations can be a surprising and awkward journey (Briscoe, 2013). Nguyen et al. (2004) remarked that cultural sensitivity entails awareness, cultural understanding, and reduction of cultural bias (Nguyen et al. 2004).

Therefore, the researcher proposed the following hypotheses:

H4: Cultural intelligence positively impacts the relationship between adaptive selling behavior and sales performance, such that the higher the level of cultural intelligence, the higher the relationship between adaptive selling behavior and sales performance.

H5: Cultural sensitivity negatively impacts the relationship between adaptive selling behavior and sales performance, such that the higher the level of cultural sensitivity, the weaker the relationship between adaptive selling behavior and sales performance.

Chapter 4. Methodology

The Institutional Review Board (IRB) gave its clearance before this study could proceed, and a computerized survey using Qualtrics software was used to carry it out. The 66-question survey assessed the connections between cultural sensitivity, cultural

intelligence, adaptive selling behavior, and sales performance. Four controls were used, and it has been empirically proven that they impact sales performance. Cultural intelligence and cultural sensitivity were also employed to mitigate the association between adaptive selling behavior and sales performance.

Variable measurement

Dependent Variable.

Sales performance was measured by self-evaluation questions using a 5-item scale from research developed by Charoensukmongkol (2020) that target aspects of sales performance, including "success in meeting sales target," "success in creating sales revenues," and "success in expanding network of customers.". This scale measured sales performance using a 7-point Likert scale ranging from 1(strongly disagree) to 7 (strongly agree). Self-evaluation questions were used because companies' privacy restrictions did not allow information to be obtained about sales indicators.

Independent Variables.

Adaptive selling behavior was measured using ADAPTS scale from research developed by (Robinson et al., 2002). ADAPTS scale consists of 16 items that measure the degree to which salespeople practice adaptive selling based on perceived information about the nature of the selling situation. These items were measured using a 7-point Likert scale ranging from 1 (strongly disagree) to 7 (strongly agree).

Cultural intelligence was measured using 20 self-reported items from research developed by Sternberg et al.(2021). These items were measured using a 7-point Likert scale ranging from 1 (strongly disagree) to 7 (strongly agree) that tested cultural-related

knowledge and capabilities, such as knowing a different culture's values, dealing with cultural adjustment, and adjusting cultural knowledge.

Cultural sensitivity was measured using 24 self-reported items from research developed by Chen & Starosta (2000). These 24 items were measured using a 7-point Likert scale ranging from 1 (strongly disagree) to 7 (strongly agree). This validated the six affective elements to be culturally sensitive: self-esteem, self-monitoring, open-mindedness, empathy, interaction involvement, and suspending judgment.

Moderating Variables.

Using 20 items developed by Sternberg et al. (2021), cultural intelligence was measured. Using 24 items created by Chen & Starosta (2000) that measured cultural sensitivity.

Control Variables.

Three control variables were included in the survey influencing sales performance in the literature. The control variables were gender, education, and years of international experience.

Validation and Consent

A "CAPTCHA" was included in the survey to verify participants' identities. An online consent form approved by Institutional Review Board was used to obtain participant consent before participating in the study. The consent form contained background information on the study purpose, the research objective, and whom participants could contact with questions or concerns about the study. Individual personal data was not collected through the survey. The research design employs a quantitative

method as a primary instrument for collecting subject survey data through a questionnaire constructed with Qualtrics. It uses questions and valid measures identified in the literature.

The Population of Interest and Sample Size

The population of interest for this research was US-based international sales executives/representatives. The proposed population size was (n=350) to evaluate 50 responses during the pilot phase and 300 answers for hypotheses testing to reach a 95% confidence interval based on the Qualtrics sample size calculator.

In order to determine the time to complete the survey, an informed pilot was performed with a group size (n=6), and a formal pilot group size (n=78) was used to test construct reliability. Amazon Mechanical Turk (MTurk) services were used to recruit participants.

Data Analysis

Collected data was uploaded into the Statistical Package for the Social Sciences version 28 software (SPSS 28). Multiple analyses were run, including Descriptive Statistics, Reliability Analysis, Exploratory Factor Analysis, and Univariate General Linear Modeling.

Informed pilot study

The informed pilot was completed with six Doctor of Business Administration students to provide feedback about the research topic, survey design, and sample. After analyzing the data, advice was provided about the types of questions and how the factors were loaded. The questions that better fit the expected elements were retained for

analysis. There was no particular selection premise besides convenience. Positive feedback was received about the survey time, which took 15 minutes on average.

Feedback about formatting, grammar, and the importance of describing the business implications. Also, it was remarkable that one predictor did not fit in the model during the informed pilot after analyzing the data, and suggestions received were to withdraw this construct. For the survey, minor modifications were made to improve participant consideration, including attention check questions that allowed to determine participants' attention when answering the survey.

Pilot study

A pilot study was conducted using a web-based survey through Qualtrics and distributed through MTurk via an online link posted for participant recruitment, in which potential was paid \$2 for successful survey completion. A total of 90 participants completed the survey. It was necessary to remove twelve survey responses due to the failure of attention check questions (8) and finishing the survey in less than 6 minutes (4).

Through Qualtrics, a total of N=78 complete responses were received. The main pilot characteristics are described as follows:

Table 1 Pilot sample study characteristics

		Count	Column N %
Gender	Male	23	29%
	Female	55	71%
International sales experience	<1 year	1	1%

1-5 years	58	74%
6-10 years	11	14%
11-15 years	5	6%
21-25 years	1	1%

The reliability analysis of the pilot study revealed that all Cronbach's alpha measurements had sufficient internal consistency. Table 2 exhibits the pilot study's descriptive statistics for the dependent and independent variables, validating that all measurements had high reliability with Cronbach alpha values above 0.70.

Table 2 Descriptive statistics of pilot data (N=78) ^a.

Construct (Reference)	Item Code	Mean	SD	a
	SP_1	5.27	0.95	0.756
Sales Performance				
Charoensukmongkol & Suthatorn (2020)	SP_2	5.47	0.85	
	SP_3	5.5	1.04	
	SP_4	5.82	0.77	
	SP_5	5.58	0.93	
	ASB_1	5.08	0.99	0.853
	ASB_2	5.45	0.92	
Adaptive Selling Behavior	ASB_3	5.4	1.05	
Robinson et al., (2002)	ASB_4	5.44	1.01	
	ASB_5	5.41	1.02	
	ASB_6	5.15	1.15	

	ASB_7	4.99	1.45
	ASB_8	5.21	1.07
	ASB_9	5.44	0.96
	ASB_10	5.19	1.21
	ASB_11	5.44	0.89
	ASB_12	4.92	1.18
	ASB_13	5.55	0.92
	ASB_14	5.37	0.97
	ASB_15	5.18	1.15
	CS_1	5.38	1.03
	CS_2	4.96	1.39
	CS_3	5.53	0.99
	CS_4	4.94	1.32
	CS_5	5.36	1.02
	CS_6	5.38	0.97
	CS_7	4.36	1.64
	CS_8	5.74	0.87
	CS_9	4.68	1.59
	CS_10	5.4	0.96
	CS_11	5.21	1.06
Cultural Sensitivity Chen & Starosta, (2000)	CS_12	4.87	1.62
	CS_13	5.4	0.98
	CS_14	5.4	1.02
	CS_15	4.54	1.6
	CS_16	5.53	1
	CS_17	5.36	0.95
	CS_19	4.6	1.46
	CS_20	5.12	0.87
	CS_21	4.96	1.29
	CS_22	5.45	0.95
	CS_23	4.73	1.56
	CS_24	5.21	0.96
	CS_25	5.38	0.91

An initial factor analysis (a principal axis with Direct Oblimin rotation) was conducted to validate the reliability of sales performance measures. Significant cross-loadings were present, specifically between ASB and CS. As observed in the pilot study, significant cross-loadings between ASB and SP were present that were conducted not to

test ASB in the main study. CS had low loadings in addition to significant cross-loadings resulting in removing 16 items, and the high-reliability remaining items were kept for the main study purpose.

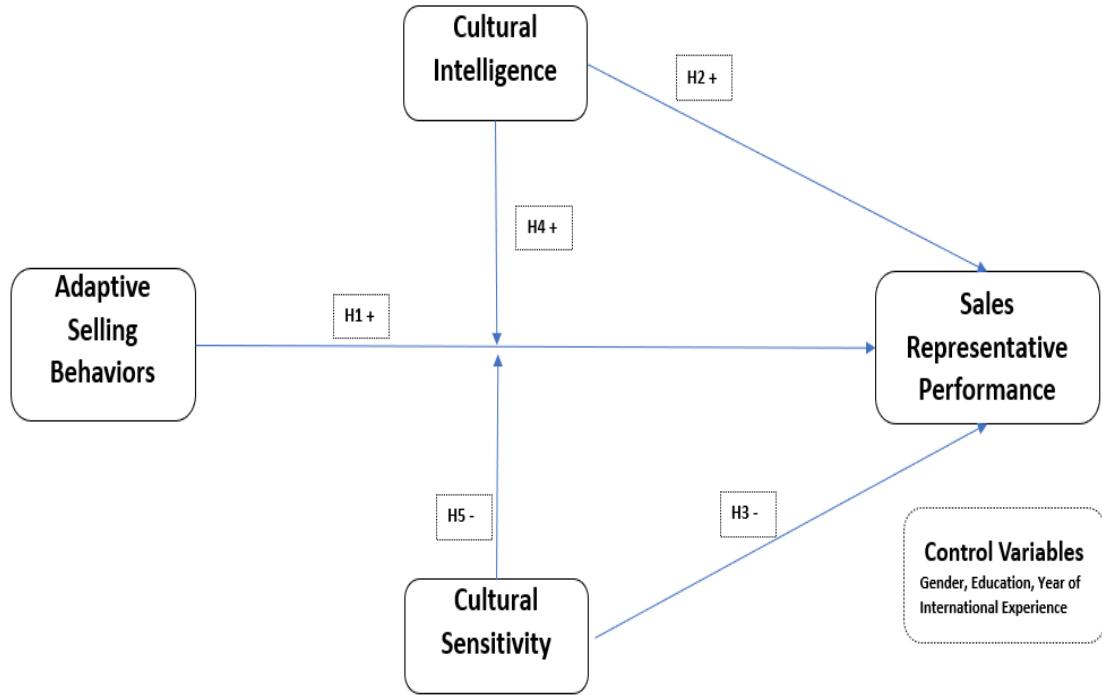


Figure 2 Main Study Model

Chapter 5. Main Study Data and Analysis

The main study was conducted on the web-based survey tool Qualtrics, aiming to collect 300 usable responses. The survey was distributed via (MTurk) and was open for seven days. After the pilot study, the survey was modified using the remaining items to measure the independent and dependent variables.

At the end of the survey period, 220 responses were collected; of the 220 surveys, 60 participants were removed from the final data used to test the hypotheses due to

missing relevant information or missing attention checks. The final sample used for hypotheses testing was 160 participants, with a survey completion rate of 72.7%.

Table 2 outlines the main study sample characteristics for the remaining 166 survey responses. The sample comprised 71% (103) female respondents and 29% (57) males. Notably, 90% of the respondents have international sales experience between 1 and 5 years, and a majority (90%) held a bachelor's degree.

Table 3. Main Sample Study Characteristics

		Count	Column N %
Gender	Male	57	36.0%
	Female	103	64.0%
International sales experience	<1 year	1	1.0%
	1-5 years	144	90%
	6-10 years	7	4.4%
	11-15 years	6	3.8%
	21-25 years	1	0.6%
	> 5 years	2	1.3%
	High School	13	8.1%
Level of Education	Associate's degree	5	3.1%
	Bachelor's Degree	144	90%
	Master's Degree	89	55.6%
	Doctorate Degree	2	1.3%

Construct reliability was evaluated using Cronbach's alpha and composite reliability coefficients, which must be higher than .7 (Charoensukmongkol, 2020). Table 3 exhibits the main study's descriptive statistics for the dependent and independent

variables. Table 4 indicates that all constructs had coefficients that satisfied the requirement.

Table 4 Main Study Reliabilities

Construct (Reference)	Item Code	Mean	SD	α
	SP_1	5.69	0.78	0.7
Sales Performance	SP_2	5.74	0.88	
Charoensukmongkol & Suthatorn (2020)	SP_3	5.64	0.76	
	SP_4	5.78	0.92	
	SP_5	5.81	0.83	
	CS_1	5.07	1.27	0.851
	CS_2	4.73	1.45	
	CS_3	4.93	1.42	
Cultural Sensitivity	CS_4	4.86	1.39	
Chen & Starosta (2000)	CS_5	4.8	1.42	
	CS_6	4.72	1.41	
	CS_7	5.3	0.85	
	CS_8	5.44	1.04	
	CQ_1	5.56	0.76	0.903
	CQ_2	5.4	1.02	
	CQ_3	5.56	0.91	
	CQ_4	5.31	1.01	
	CQ_5	5.45	0.9	
	CQ_6	5.52	0.86	
	CQ_7	5.4	0.91	
Cultural Intelligence	CQ_8	5.44	1.06	
Ang et al. (2007)	CQ_9	5.37	0.98	
	CQ_10	5.62	0.98	
	CQ_11	5.61	0.82	
	CQ_12	5.64	1.01	
	CQ_13	5.46	0.88	
	CQ_14	5.46	1.12	
	CQ_15	5.71	0.8	
	CQ_16	5.34	0.89	

CQ_17	5.46	1.02
CQ_18	5.35	0.95
CQ_19	5.35	0.93
CQ_20	5.42	1.00

Table 5 Main Study Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
SP_Index	160	4.4	6.8	5.7	0.57
CQ_Index	160	4	6.6	5.5	0.56
CS_Index	160	1.43	6.57	5	0.93
Valid N (listwise)	160				

Table 6 Model Summary.

Model	R	R Square	Adjusted R Square	Std. The error in the Estimate	R Square Change	Change Statistics			
						F Change	df1	df2	Sig. F Change
1	.049 ^a	0.002	-0.004	0.5664	0.002	0.381	1	158	0.538
2	.789 ^b	0.623	0.616	0.3503	0.621	128.47	2	156	0

a. Predictors: (Constant), Gender

b. Predictors: (Constant), Gender, CS_Index, CQ_Index

Table 7 Univariate Linear Regression Model.

Parameter Estimates						
Dependent Variable: SP_ave						
Parameter	B	Std. Error	t	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Intercept	1.807	0.285	6.334	0	1.243	2.37
CQ_Index	0.826	0.052	16.005	0	0.724	0.928
CS_Index	-0.106	0.031	-3.416	0.001	-0.167	-0.045
[Gender=1]	-0.103	0.058	-1.776	0.078	-0.217	0.012
[Gender=2]	0 ^a					

a. This parameter is set to zero because it is redundant.

Tests of Between-Subjects Effects						
Dependent Variable: SP_ave						
Source	Type III Sum of Squares	df	Mean Square	F	Sig.	
Corrected Model	31.658 ^a	3	10.553	85.981	0	
Intercept	4.664	1	4.664	37.999	0	
CQ_Index	31.439	1	31.439	256.16	0	
CS_Index	1.432	1	1.432	11.67	0.001	
Gender	0.387	1	0.387	3.155	0.078	
Error	19.146	156	0.123			
Total	5306.36	160				
Corrected Total	50.804	159				

a. R Squared = .623 (Adjusted R Squared = .616)

A univariate linear regression model examined the interaction between cultural intelligence (CQ_Index) and cultural sensitivity (CS_Index) as predictors of sales performance while controlling for the respondent's gender. The complete model was significant [$F(3,156) = 85.981, p < .000$] and explained 62.3% of the variance in SP. Neither Tolerance nor VIF statistics indicated the presence of marked multicollinearity.

Of interest to H2, the unstandardized coefficient for CQ was .826, indicating that, while holding gender constant, each unit increase in CQ leads to an increase of .826 units in SP, in the same direction as predicted in the research model. This relationship is significantly different from zero [$t(156) = 16.005, p < .000$]. These results support the positive relationship between CQ and SP, as predicted in H1.

For the interest of H3, the unstandardized coefficient for CS was -.106, indicating that, while holding gender constant, each unit increase in CS leads to a decrease of .106 units in SP, in the same direction as predicted in the research model. This relationship is significantly different from zero [$t(156) = -3.416, p < .001$]. These results support the negative relationship between CS and SP, as predicted in SP.

The effect of statistically significant control variables was found as follows: gender positively correlates with sales performance ($\beta = .049; p < .001$); gender negatively correlates with cultural intelligence ($\beta = -.056; p < .001$); gender negatively correlates with cultural intelligence ($\beta = -.044; p < .001$); Other control variables were not statistically significant.

Table 8 Summary of Results

Hypothesis	Result	Significance
H1 - ASB has a positive impact on sales performance	Not Tested	
H2 - CQ has a positive impact on sales performance	Supported	$\beta = .826^*$
H3 - CS has a negative impact on sales performance	Supported	$\beta = -.106^*$
H4 - CQ positively impacts the relationship between ASB and SP, such that the higher the level of CQ, the higher the relationship between ASB and SP.	Not Tested	
H5 - CS positively impacts the relationship between ASB and SP, such that the higher the level of CS, the higher the relationship between ASB and SP.	Not Tested	

For the first hypothesis, adaptive selling behavior did not load well and presented cross-loading with sales performance, so testing this construct in the final model was impossible.

The second hypothesis proposed a positive relationship between cultural intelligence and sales performance. The literature reviewed noted that sales performance is stronger for individuals with a higher level of cultural intelligence. The result supported their positive, statistically significant relationship ($\beta = .826$; $p < .001$). Furthermore, the results showed that their relationship is positive when investigating the direct relationship between cultural intelligence and sales performance. Therefore, Hypothesis 2 was supported.

Hypothesis 2 proposed a negative relationship between cultural sensitivity and sales performance. The result supported their negative, statistically significant relationship ($\beta = -.106$; $p < .001$). Also, the results showed that their relationship is negative when investigating the direct relationship between cultural sensitivity and sales performance. Therefore, Hypothesis 3 was supported.

It was impossible to test hypotheses 4 and 5 because adaptive selling behavior was not tested in the final model.

Chapter 6. Discussion and Implications

This researcher analyzed the contribution of salespeople's relation levels of cultural intelligence to their sales performance. This study also explored the relationship between cultural sensitivity and sales performance. This study analyzed the contribution of salespeople's levels of cultural intelligence and cultural sensitivity to their sales performance. Additionally, this study explored the difference between cultural intelligence and cultural sensitivity, whereas, in previous research, both were identified as the same construct (Charoensukmongkol, 2016; Landenberg & A, 2019). In general, this study discovered some evidence favoring the value that cultural intelligence leads to a sales representative capacity for doing business internationally. These results align with research on the social cognitive theory, which contends that cultural characteristics significantly impact sales performance.

The findings from the analysis of cultural intelligence and cultural sensitivity as predictors of sales performance supported these hypotheses. First, results supported regarding the positive relationship between cultural intelligence and sales performance. Salespeople with high levels of cultural intelligence demonstrated high sales performance levels when interacting in cross-cultural environments (Charoensukmongkol, 2020). For salespeople with high levels of cultural intelligence, the positive contribution to sales performance was significantly stronger than it was among salespeople with a low level of cultural intelligence.

In this study, highly culturally intelligent sales representatives who understand other cultures were more likely to apply their expertise and abilities to support particular areas of a firm's capabilities that were essential for the success of the international business. Particularly, salespeople who reported being more able to learn from and adapt to culturally diverse situations, as indicated by their cultural intelligence, were more likely to report being able to both acquire international knowledge and effectively adapt firm operations to meet the needs of foreign customers.

It is also important to note that, when considering the correlation between sales performance and cultural intelligence, as shown in Table 6, these two characteristics were positively related. Also, the result showed a significant relationship between them ($r = .766$; $p < .001$), suggesting that the sample of salespeople with high cultural intelligence necessarily had high sales performance levels.

Moreover, the positive correlation between sales performance and cultural sensitivity, as shown in Table 6, these two characteristics were positively related. However, the result showed a non-significant relationship between them ($r = .041$; $p > .302$), suggesting that the sample of salespeople with high cultural sensitivity necessarily had low sales performance levels.

The result regarding the positive contribution of cultural intelligence to sales performance for salespeople who conducted cross-cultural sales interactions aligns with prior cultural intelligence research, which identified cultural intelligence contribution in helping individuals increase their performance effectively in cross-cultural encounters (Charoensukmongkol, 2020; Magnusson et al., 2013; Moon, 2013). The results showing that individuals with high cultural intelligence exhibited higher levels of sales

performance in cross-cultural sales interactions were consistent with prior research that identified a positive relationship between cultural intelligence and cross-cultural sales performance in various areas (Charoensukmongkol, 2016; Simintiras & Thomas, 1998). Essentially, the results confirm the importance of cultural intelligence in cross-cultural selling jobs, as proposed by (Baker et al., 2016).

The influence of cultural sensitivity on sales performance effect analysis showed the negative relationship between cultural sensitivity and sales performance. This is a novel outcome due to prior research and literature defining cultural sensitivity as a multidimensional construct of the same cultural intelligence. However, the result aligns with previous research showing that the contribution of cultural sensitivity to outcome variables might depend on other characteristics of the individuals (Landenberg & A, 2019). In particular, it aligns with LaBahn & Harich (1997), who found a negative relationship between cultural sensitivity and performance. The contribution of cultural sensitivity to the sales performance of US salespeople in cross-cultural settings provides additional support regarding the influence of cultural sensitivity in cross-cultural selling, which is the occupational context that did not receive adequate evidence in the cultural sensitivity literature. Importantly, the present study contributes to LaBahn & Harich's (1997) work, which explored the role of cultural sensitivity among salespeople who engaged in cross-cultural selling conducted in a Mexican context. The data collected from salespeople in the US reflect a relevant context of cross-cultural selling that provides a stronger justification for the role of cultural sensitivity in helping salespeople interact effectively with diverse customers in a foreign environment. The results regarding cultural sensitivity contribute to sales performance research by showing that possessing

cultural sensitivity may be insufficient for salespeople to maximize cross-cultural performance; some personal characteristics of salespeople could also be essential for individuals to utilize cultural sensitivity most effectively. The present study reveals additional evidence about the difference between cultural sensitivity and cultural sensitivity, extending the knowledge gained from previous findings.

Theoretical Implications

While the concept of national culture is well-studied in the business literature, scholars have primarily relied on select few national culture dimensions (Gupta & Gupta, 2019). The present study provides a theoretical contribution to sales performance research in the area of cross-cultural selling, which previously did not have a solid theory to describe why cultural intelligence impacts salespeople's performance in cross-selling settings. In particular, this study contributes to the previous cultural intelligence study by integrating cognitive theory and sales performance (Bandura, 2002; Mcmurrian, 1999). This integration shows how cultural intelligence supported salespeople to make favorable selling approaches to achieve high cross-cultural selling performance.

From the perspective of social cognitive theory, the findings of this research advise that the role of cultural intelligence may be essential for salespeople as they engage effectively in sales performance. In cross-cultural selling, a deep knowledge of diverse cultures might categorize foreign customers based on cultural differences and relationships. This social cognitive process could assist as a social cognitive framework, thus letting high cultural intelligence salespeople establish which selling techniques should be used to align with the attributes of foreign customers from a particular cultural

group. This theoretical explanation enhances the cultural intelligence literature by explaining why high cultural intelligence salespeople were often more skilled in presenting sales performance than those with low cultural intelligence.

The current study also extends this theoretical explanation by showing that cultural sensitivity may be insufficient for salespeople to maximize their potential for displaying sales performance due to complex selling tasks requiring extensive cross-cultural information processing. In particular, the present study applies the perspective of social cognitive theory, adding that the downside of cultural sensitivity supporting salespeople to be more effective in sales performance is still dependent on the appearances of salespeople regarding the cultural sensitivity level.

The research findings showed that cultural sensitivity was not a sufficient condition to maximize sales performance is congruent with the social cognitive theory prediction that there is no one-to-one relationship between any cultural dimension and the factors presumed to allow individuals to perform a job effectively. Still, other conditions are necessary to enhance the performance outcome (Stajkovic & Luthans, 1997). Although cultural sensitivity is, a condition that does not facilitate individuals' sales performance effectiveness in selling situations requiring extensive cross-cultural information processing must integrate with cultural sensitivity to promote and focus on helping salespeople handle complex information processing to enhance sales performance.

Based on this perspective of the social cognitive theory, it will be essential for cultural sensitivity researchers to include other individual characteristics when analyzing the effectiveness of cultural sensitivity. This study's findings suggest that the cultural

sensitivity literature also needs to provide a complete view regarding the role of facilitating factors that can enhance the influence individuals obtain from cultural sensitivity.

Implications for Management

The challenges of cross-cultural sales require salespeople to understand the cultural expectations of foreign customers, and salespeople must be well-prepared before making sales interactions in cross-cultural settings. Thus, sales planning is suggested as a crucial behavior for salespeople to enhance their performance in cross-cultural selling.

Therefore, this research proposes that sales organizations can introduce cultural intelligence and cultural sensitivity assessments to help their salespeople enhance and understand their sales potential. Cultural intelligence and cultural sensitivity assessments should be developed for salespeople dealing with foreign customers whose culture differs significantly from theirs.

Lastly, this research offers some recommendations to sales organizations that aim to advance the cross-cultural capabilities of their sales employees, specifically for organizations that want to develop or improve their international market, demanding salespeople with adequate cross-cultural knowledge and the essential skills to handle cross-cultural missions. Because customer preferences and outlooks appear to differ culture by culture, it is critical for salespeople to have a robust understanding of the cultural expectations of foreign consumers and to adjust sales techniques to meet these foreign customers' preferences accurately.

To develop cultural intelligence and sensitivity, salespeople assessments can provide a better understanding and create cultural awareness that will motivate them to actively obtain better sales approaches to prepare themselves for cross-cultural sales interactions. This might contribute to their ability to gain superior performance in cross-cultural selling, to the ultimate benefit of the sales organization's international performance. Therefore, salespeople may require cultural intelligence to help them achieve this objective. The literature has shown that cultural intelligence is a competency that can be developed through training (Baker et al., 2016). Given the results from this research and the findings from prior cultural intelligence literature that supported the positive contribution of cultural intelligence, this research suggests that it is essential for sales organizations to consider cultural intelligence training for salespeople to enhance their cross-cultural selling skills (Baker et al., 2016).

The study has significant implications for sales individuals who oversee international businesses. It is recommended that cultural intelligence be viewed as a critical talent that sales individuals should obtain as the advantages of cultural intelligence on company capability for sales performance are verified. According to this research, they must institutionalize and translate their cultural knowledge and skills into organizational capacities to achieve the benefits of cultural intelligence on sales performance. Despite several changes in the current global economic climate, cultural intelligence skills help salespeople react to instability.

Particularly in the cultural knowledge-based, sales individuals that are well-versed in their client's needs and competitive landscapes function better. This is because crucial cultural knowledge needs to grow sales individuals' performance, which cultural

intelligence can help (Charoensukmongkol & Sexton, 2011). Therefore, culturally intelligent salespeople are more capable of interacting with the complex global environment and translating this knowledge into practical strategies to achieve superior international performance (Charoensukmongkol, 2016). They do this by effectively learning about and adapting to other cultures.

Moreover, this research also recommends using cultural sensitivity as an independent intervention that may need to be provided with cultural intelligence training. Previous research suggested that when selecting international salespeople, it is necessary to go beyond the consideration of their selling competency to include the assessment of their international relational skills, such as communication skills and cultural sensitivity (Ahmed, 2010).

Improving salespeople's awareness of cultural differences can help them maximize their ability to use cultural knowledge and skills to deliver more effective cross-cultural sales performance. In general, having skilled salespeople who can provide adaptive sales approaches that genuinely meet the expectations of foreign consumers can be a great advantage for organizations in terms of structuring good relationships with international customers, which will eventually promote the global success of the organizations (Charoensukmongkol, 2020).

This research suggested that cultural intelligence and sensitivity must be developed deeply to build knowledge about foreign cultures through effective cultural learning and cross-cultural adaptation. Sales organizations may train their sales force to establish these crucial cultural skills and more when directly influencing their sales performance. With these higher competencies, a salesperson will be more engaged in the

complex global environment and transform this knowledge into appropriate strategies to achieve superior international performance (Charoensukmongkol, 2016; Katrinli & Penbek, 2010).

Training should focus on encouraging employees to help them develop the confidence and motivation to address difficult sales situations in cross-cultural settings, always with set objectives. However, employees should also be motivated and challenged by their employers to achieve goals. When salespeople are encouraged to engage in complex tasks, they are persuaded to use experimental-based and instinctive acts to develop and apply new selling strategies.

Salespeople with a clear understanding of cultural differences can also make additional efforts in sales adaptation, likely improving their chances of success. Given the current sales environment that frequently requires challenging and randomly structured situations, Deesomsak et al., (2013) suggested that sales organizations must identify the competencies required of their salespeople to handle this challenge effectively, which can benefit the revenue and performance of the company overall.

Limitation

Despite these contributions, several study limitations were identified that might prompt further research. This research's results were obtained from the data collected from a small sample of US-based salespeople.

Another limitation is the self-reported nature of the measurements, which could have subjected our findings to typical method bias. Although self-reported measures were crucial for the research's objectives, procedural and statistical methods were utilized to minimize and uncover potential biases.

The generalizability may be questioned using the crowdsourcing site Mturk because participation depends on platform membership and awareness, which brings another limitation. Find a more extensive sample pool to ensure stronger randomization and generalizability. Use an applied strategy by identifying a specific organization, sampling its population, and gathering data over several periods.

The last limitation is that the main study did not test adaptive selling behavior due to cross-loading problems. This was undesirable, given the need to understand better how cultural intelligence and cultural sensitivity moderate the relationship between adaptive selling behavior and sales performance in cross-cultural interactions. If employing an adaptive selling behavior construct, one recommendation would be to use structural equation modeling as the statistical analysis technique, examine each construct individually due to potential cross-loadings, or increase the sample size to produce more substantial results.

Considering these limitations, this study is considered exploratory research that allows future research to confirm the importance of cultural intelligence and cultural sensitivity as predictors of sales performance in different cross-cultural conditions.

Recommendations For Future Research

This study looked at the sales performance of individuals in cross-cultural environments; however, we know from existing research (Gupta et al., 2022) that organizational culture could also be an essential factor in affecting employees' performance. So, future research could also look into the research presented in this paper through the lens of organizational culture.

This study's findings yield several recommendations for future researchers to extend knowledge about cultural intelligence and sensitivity's role in cross-cultural selling. The limited research that has utilized cultural intelligence and cultural sensitivity as predictors of sales performance have mixed these construct definitions lacking the ability to determine differences between these two.

Future studies should consider aspects of cultural intelligence and cultural sensitivity of the salespeople's characteristics that may be necessary to assess their impact in cross-cultural selling environments. Due to COVID-19, lots of jobs were converted into remote jobs. Parra et al., (2022) found that individuals' personality traits could impact their performance based on how much they feel exhausted while working remotely. Hence, it would be interesting to investigate the research model presented in this study concerning sales employees' personality traits and their cultural intelligence and sensitivity.

Although adaptive selling behavior was not tested in the main study due to significant cross-loadings with sales performance, it is still viable to investigate the connection between adaptive selling behavior and sales performance when considering possibilities for future research. Different results might be obtained using a multi-dimensional construct rather than a unidimensional one and by including more contextual data. One area of applied research that has the potential to impact is the use of adaptive selling behavior in large sales workgroups or global teams.

Also, future researchers should explore the moderating role of adaptive selling behavior that might facilitate or setback the performance outcomes achieved by

salespeople with high cultural intelligence or low cultural sensitivity in cross-cultural selling.

Finally, future researchers should identify additional selling skills, competencies, and behaviors that might explain how salespeople with high cultural intelligence and lower cultural sensitivity can be more effective in cross-cultural selling.

Chapter 7. Conclusion

This researcher investigated the factors influencing sales representatives' performance in cross-cultural environments. For the significance and value of companies' sales performance, the primary purpose of this study was to answer the following question: What factors influence sales representative performance in a cross-cultural business environment?

The results of this study provide additional research contributions. First, this study offers other evidence that supports the impact of cultural intelligence and sensitivity on sales performance, which is an area that still lacks sufficient empirical support. Specifically, regarding the differences between cultural intelligence and sensitivity, the findings provide additional insight into the characteristics of salespeople that can effectively demonstrate successful sales performance. In particular, the results expand upon prior knowledge by clarifying some salespeople's characteristics that make cultural factors more relevant for them to acquire better performance in cross-cultural environments.

After assessing this study's results, the literature review described the importance of measuring sales performance and that salespeople doing business in cross-cultural settings require an extensive range of competencies that allow high-performance levels.

It was evident that sales representatives who perform their duties in cross-cultural environments must have a high level of cultural intelligence. These skills allow sales individuals to interact better abroad due to the cultural business environments requiring abilities to cross limits and thrive in various cultures.

Also, it was possible to show that cultural intelligence and cultural sensitivity are two different constructs. For instance, cultural intelligence determines the importance of cultural knowledge and its impact on the performance of salespeople. Instead, cultural sensitivity demonstrates a construct that defines outgroup bias and its effect on sales performance. It was validated in this study that cultural sensitivity brings an adverse impact on sales representatives' performance if its levels are high.

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Appendices

Survey items

Sales Performance

- 1 Success in meeting sales target
- 2 Success in creating sales revenues.
- 3 Success in expanding the network of customers.
- 4 Success in creating trust from customers.
- 5 Overall success in direct selling.

Adaptive selling behavior

- 1 Each customer requires a unique approach.
- 2 I like to experiment with different sales approaches.
- 3 When I feel that my sales approach is not working, I can easily change to another.
- 4 I am very flexible in the selling approach I use.
- 5 I feel that most buyers can be dealt with in pretty much the same manner.
- 6 I don't change my approach from one customer to another.
- 7 I can easily use a wide variety of selling approaches.
- 8 I use a set sales approach.
- 9 It is easy for me to modify my sales presentation if the situation calls for it.
- 10 Basically, I use the same approach with most customers.
- 11 I am very sensitive to the needs of my customers.
- 12 I find it difficult to adapt my presentation style to certain buyers.
- 13 I vary my sales style from situation to situation.
- 14 I try to understand how one customer differs from another.

15 I feel confident that I can effectively change my planned presentation when necessary.

16 I treat all of my buyers pretty much the same.

Cultural intelligence

1 I know the legal and economic systems of other cultures.

2 I know the rules (e.g., vocabulary, grammar) of other languages.

3 I know the cultural values and religious beliefs of other cultures.

4 I know the marriage systems of other cultures.

5 I know the arts and crafts of other cultures.

6 I know the rules for expressing non-verbal behaviors in other cultures.

7 I am conscious of the cultural knowledge I use when interacting with people from different cultural backgrounds.

8 I adjust my cultural knowledge as I interact with people from a culture that is unfamiliar to me.

9 I am conscious of the cultural knowledge I apply to cross-cultural interactions.

10 I check the accuracy of my cultural knowledge as I interact with people from different cultures.

11 I enjoy interacting with people from different cultures.

12 I am confident that I can socialize with locals in a culture that is unfamiliar to me.

13 I am sure I can deal with the stresses of adjusting to a culture that is new to me.

14 I enjoy living in cultures that are unfamiliar to me.

15 I am confident that I can get used to the shopping conditions in a different culture.

16 I change my verbal behavior (e.g., accent, tone) when a cross-cultural interaction requires it.

17 I used to pause and silence differently to suit different cross-cultural situations.

18 I vary the rate of my speaking when a cross-cultural situation requires it.

19 I change my non-verbal behavior when a cross-cultural position requires it.

20 I alter my facial expressions when a cross-cultural interaction requires it.

Cultural sensitivity

1 I enjoy interacting with people from different cultures.

2 I think people from other cultures are narrow-minded.

3 I am pretty sure of myself in interacting with people from different cultures.

4 I find it very hard to talk in front of people from different cultures.

5 I always know what to say when interacting with people from different cultures.

6 I can be as sociable as I want to be when interacting with people from different cultures.

7 I don't like to be with people from different cultures.

8 I respect the values of people from different cultures.

9 I get upset easily when interacting with people from different cultures.

10 I feel confident when interacting with people from different cultures.

11 I tend to wait before forming an impression of culturally distinct counterparts.

12 I often get discouraged when I am with people from different cultures.

13 I am open-minded to people from different cultures.

14 I am very observant when interacting with people from different cultures.

15 I often feel useless when interacting with people from different cultures.

- 16 I respect the ways people from different cultures behave.
- 17 I try to obtain as much information as I can when interacting with people from different cultures.
- 18 I would not accept the opinions of people from different cultures.
- 19 I am sensitive to my culturally distinct counterpart's subtle meanings during our interaction.
- 20 I think my culture is better than other cultures.
- 21 I often give positive responses to my culturally different counterparts during our interaction.
- 22 I avoid those situations where I will have to deal with culturally distinct persons.
- 23 I often show my culturally distinct counterpart my understanding through verbal or nonverbal cues.
- 24 I have a feeling of enjoyment towards differences between my culturally distinct counterpart and me.



ADULT ONLINE CONSENT TO PARTICIPATE IN A RESEARCH STUDY
Adaptive Selling behavior, cultural intelligence, and cultural sensitivity as predictors of sales performance on international sales representative

SUMMARY INFORMATION

Things you should know about this study:

- **Purpose:** The purpose of this study is to investigate the role of Adaptive Selling Behavior (ASB), Cultural intelligence (CQ), and Cultural sensitivity (CS.) in sales performance (SP)
- **Procedures:** If you choose to participate, you will be asked to sign the informed consent form and respond to the survey.
- **Duration:** This will take about 20-25 minutes.
- **Risks:** There are no known physical or emotional risks associated with participation in this study other than the possible discomfort associated with answering survey questions.
- **Benefits:** There are no known benefits to the subjects participating in this study.
- **Alternatives:** There are no alternatives to participating in this study.
- **Participation:** Taking part in this research project is voluntary.

Please carefully read the entire document before agreeing to participate.

PURPOSE OF THE STUDY

The purpose of this study is to investigate the role of adaptive selling behavior (ASB), cultural intelligence (CQ), and cultural sensitivity (CS) in sales performance (SP). ASB is Adaptive selling is the process of altering sales-related behaviors during a customer interaction or across customer interactions based upon perceived information about the nature of the selling situation. Cultural Intelligence (CQ) is the individual's capability to function effectively in culturally diverse settings, and it may be seen as related to other measures of "real-world" intelligence, such as social intelligence, emotional intelligence, and practical intelligence. Cultural sensitivity (CS) is the ability to transform themselves

affectively, cognitively, and behaviorally from the denial stage to the integration stage in the developmental process of intercultural communication.

NUMBER OF STUDY PARTICIPANTS

If you decide to be in this study, you will be one of 350 people in this research study.

DURATION OF THE STUDY

Your participation will involve 20-25 minutes.

PROCEDURES

If you agree to be in the study, we will ask you to do the following things:

1. Sign the informed consent form.
 - It promotes trust and confidence in the study.
 - It allows you to know every aspect of the study.

2. Respond to the Survey.
 - You will be forwarded to an online survey managed by Qualtrics.
 - Questionnaire responses will be collected in the Qualtrics database.

RISKS AND/OR DISCOMFORTS

There are no known physical or emotional risks associated with participation in this study other than the possible discomfort associated with answering survey questions.

Participation in this study is voluntary, and subjects can withdraw anytime.

BENEFITS

There are no known benefits to the subjects to participate in this study.

ALTERNATIVES

There are no known alternatives available to you other than not taking part in this study. Any significant new findings developed during the course of the research which may relate to your willingness to continue participation will be provided to you.

CONFIDENTIALITY

The records of this study will be kept private and will be protected to the fullest extent provided by law. In any sort of report we might publish, we will not include any information that will make it possible to identify you. Research records will be stored securely, and only the researcher team will have access to the records. However, your records may be inspected by an authorized University or other agents who will also keep the information confidential.

The U.S. Department of Health and Human Services (DHHS) may request to review and obtain copies of your records. The Food and Drug Administration (FDA) may request to review and obtain copies of your records.

USE OF YOUR INFORMATION

- Your information collected as part of the research will not be used or distributed for future research studies, even if identifiers are removed.

COMPENSATION & COSTS

You will receive a payment of two (2) dollars for your participation after the survey is completed. There are no costs to you for participating in this study.

RIGHT TO DECLINE OR WITHDRAW

Your participation in this study is voluntary. You are free to participate in the study or withdraw your consent at any time during the study. You will not lose any benefits if you decide not to participate or if you quit the study early. The investigator reserves the right to remove you without your consent at such time that he/she feels it is in the best interest.

RESEARCHER CONTACT INFORMATION

If you have any questions about the purpose, procedures, or any other issues relating to this research study, you may contact Ricardo Galeano at FIU Mango 373, (561) 430-8544, rgale009@fiu.edu.

IRB CONTACT INFORMATION

If you would like to talk with someone about your rights of being a subject in this research study or about ethical issues with this research study, you may contact the FIU Office of Research Integrity by phone at 305-348-2494 or by email at ori@fiu.edu.

PARTICIPANT AGREEMENT

I have read the information in this consent form and agree to participate in this study. I have had a chance to ask any questions I have about this study, and they have been answered for me. By clicking on the "consent to participate" button below, I am providing my informed consent.

Please indicate

- I consent
- I do not consent



April 28, 2023

Participant Name

Re: Research Study at Florida International University

Dear Participant,

We are writing to see if you would like to participate in a new research study being conducted at Florida International University. Research plays an important role in advancing our understanding of the factors that influence a Sales representative's performance in a cross-cultural business environment.

FIU recruits participants to take part in these research studies.

The following information summarizes the study and what it involves:

Adaptive Selling behavior, cultural intelligence, and cultural sensitivity as predictors of sales performance on international sales representative

Thank you for your time.

Ricardo Galeano
DBA Candidate – Cohort 3
Florida International University

VITA

RICARDO GALEANO

Colombia

2020 – 2023

DBA student
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B.S. International Business
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Lafayette, Louisiana

2016 – 2018

B.S. International Business
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2006 – 2009

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