



Cultural Intelligence and Performance: the mediating role of relationship with the customer

Master's degree in International Business

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Leiria, September of 2025



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Dissertation under the supervision of Professor Ana Catarina Cadima Lisboa, Professor at the School of Technology and Management of the Polytechnic of Leiria

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To my sister, Beatriz

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Resumo

Num mundo cada vez mais interligado e globalizado, as empresas recorrem frequentemente à exportação como uma estratégia de entrada de baixo risco para aceder a novos mercados. Apesar das suas vantagens, a exportação expõe as organizações a desafios resultantes de maiores níveis de incerteza e de diferenças culturais. A literatura tem vindo a demonstrar que certas capacidades, como a inteligência cultural, podem ajudar a ultrapassar essas barreiras; contudo, os mecanismos que explicam a relação entre a inteligência cultural e o desempenho exportador permanecem pouco esclarecidos.

Assente na visão baseada em recursos, na perspetiva das capacidades dinâmicas e no enquadramento do marketing relacional, esta dissertação analisa o papel das capacidades organizacionais (capacidade de aquisição de conhecimento internacional e a capacidade de adaptação), e da qualidade do relacionamento, enquanto mecanismos que medeiam a ligação entre a inteligência cultural e o desempenho.

A investigação recorreu a uma abordagem quantitativa, através da aplicação de inquéritos a gestores/diretores de exportação portugueses de diferentes setores de atividade. A análise estatística foi realizada com o apoio dos softwares IBM SPSS Statistics e SmartPLS. Os resultados indicam que a inteligência cultural influencia positivamente tanto a capacidade de aquisição de conhecimento internacional como a capacidade de adaptação, sendo a capacidade de adaptação a única que revelou impacto significativo no desempenho de exportação. Em contrapartida, não se confirmou uma relação significativa entre a capacidade de aquisição de conhecimento internacional e o desempenho de exportação. Além disso, os resultados evidenciam que a inteligência cultural reforça a qualidade do relacionamento, que, por sua vez, potencia o desempenho relacional.

Este estudo contribui para a literatura de negócios internacionais ao esclarecer os mecanismos através dos quais a inteligência cultural molda os resultados do desempenho das exportações e ao integrar este construto nas abordagens das capacidades dinâmicas e das perspetivas relacionais.

Palavras-chave: Inteligência cultural, Capacidade de aquisição de conhecimento internacional, Capacidade adaptativa, Qualidade de relação, Desempenho das exportações, Desempenho relacional

Abstract

In today's interconnected and globalized world, firms increasingly rely on exporting as a low-risk entry mode to access new markets. Despite its advantages, exporting exposes firms to challenges stemming from heightened uncertainty and cultural differences. Literature suggested that capabilities, such as cultural intelligence (CQ), may help firms overcome these barriers; however, the mechanisms linking CQ to export performance remain underexplored.

Grounded in the resource-based view, dynamic capabilities, and relationship marketing perspectives, this dissertation investigates the role of organizational capabilities (international knowledge acquisition capability; IKAC and adaptive capability), and relationship quality as mechanisms in the CQ-performance link.

A quantitative research design was employed, drawing on survey data from Portuguese export managers/directors across diverse industries. Data analysis was conducted using IBM SPSS Statistics and SmartPLS software. Results show that CQ positively influences IKAC and adaptive capability, and that the latter significantly improves export performance, while link between IKAC and export performance was not confirmed. Importantly, findings evidence that CQ strengthens relationship quality, which in turn drives relationship performance.

This study contributes to international business research by clarifying the pathways through which CQ shapes export outcomes and by integrating CQ with dynamic capabilities and relational perspectives.

Keywords: Cultural intelligence, International knowledge acquisition capability, Adaptive capability, Relationship quality, Export performance, Relationship performance

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List of Abbreviations and Acronyms

AVE	Average variance extracted
CFA	Confirmatory factor analysis
CQ	Cultural intelligence
ESTG	School of Technology and Management
HTMT	Heterotrait–monotrait ratio of correlations
IKAC	International knowledge acquisition capability
NFI	Normed fit index
SMEs	Small and medium-sized enterprises
SRMR	Standardized root mean square residual

1. Introduction

In today's world, nations are inherently connected, and globalization is evident (Luo, 2022; Seong et al., 2022). We have, and still are facing events that are illustrative examples of this, such as the local-turned-worldwide pandemic or the Russian-Ukrainian conflict with global repercussions (e.g., Contractor, 2021). Globalization refers to “the interdependence between countries arising from the integration of different aspects of the economy, such as trade” (Surugiu and Surugiu, 2015, p.131). Globalization enables firms and countries to access a broader range of goods and services, including those that they do not produce domestically (Surugiu and Surugiu, 2015). It also allows for contact and operation in new markets, connecting with new customers, and unveiling new business opportunities.

Among the various strategies for entering international markets, exporting is considered the safest and lowest-risk entry mode strategy, given its low investment and low control model (Agarwal and Ramaswami, 1992; Calzadilla et al., 2022). It is considered as a significant pathway for international market entry, sales growth, and profitability (Morgan, Kaleka and Katsikeas, 2004). Previous literature has provided substantial evidence of its learning-stimulating power (e.g., Lisboa, Skarmeas and Lages, 2013; Paul, Parthasarathy and Gupta, 2017), connection to innovation (e.g., Cassiman and Golovko, 2011; Golovko and Valentini, 2011; Kafouros et al., 2007), or privileged position in terms of skills and capital intensity (Bernard et al., 2007). Furthermore, its flexibility makes exporting emerge as a relevant option of market entry, especially in the currently fragmented world (Bremmer, 2022), characterized by more decentralized supply chains (Okonjo-Iweala, 2023).

However, despite the benefits associated with internationalization and exporting, firms often encounter challenges when entering and competing in foreign markets. Internally, firms, especially small and medium-sized enterprises (SMEs), may struggle with limited financial capacity and resources, lack of international market knowledge, or insufficient managerial expertise (Paul et al., 2017). Working with exporting markets also means to deal with problems related with low availability, accessibility, and quality of international market information (Cadogan et al., 2002; Lisboa et al., 2013; Toften and Olsen, 2003), as well as social, cultural, political, economic, language, legislative and technological differences which may hinder effective communication, product adaptation, and strategy execution (Sousa and Lages, 2011; Surugiu and Surugiu, 2015). In addition to all these issues, it is

acknowledged that firms operating in international business settings, such as exporting firms, are more exposed to higher levels of uncertainty, competition, and turbulence (e.g., Ciravegna et al., 2023; Samiee and Walters, 2006).

To overcome such obstacles, firms typically rely on enablers to help them. Previous literature has identified several enablers, namely internal capabilities, that can support firms in overcoming barriers in international markets (e.g. Chen, Sousa and He, 2016). Among these capabilities, with particular relevance to cross-cultural contexts, is cultural intelligence (CQ). CQ can be defined as a capability “to function and manage effectively in culturally diverse settings” (Ang et al., 2007, p.336). It is a multidimensional construct formed by cognitive, metacognitive, motivational, and behavioral components that allows us to identify, through individual characteristics, whether individuals possess greater or lesser capacities to deal with people from other cultures (Earley and Ang, 2003).

While the importance of CQ for firms operating in international contexts is acknowledged (e.g., Charoensukmongkol, 2014), its potential effects are still understudied. For instance, although the literature suggests that CQ may contribute to better relationships with (foreign) customers, it is not clear how the connection is created or how the elements of such relationships may benefit performance (Charoensukmongkol, 2015). The identification of the connection mechanism and the examination of such elements prove valuable in today's turbulent and dynamic world (Caputo, Ayoko and Amoo, 2018; Ott and Michailova, 2018).

Building on the resource-based view (RBV), dynamic capabilities, and the relationship marketing framework, the present study contributes to this quest by investigating a potential mechanism, relationship quality (trust, commitment, satisfaction, and information sharing), of the CQ-performance relationship. Particularly, the study focuses on how to mediate this relationship.

The main research question of this research is “To what extent does export managers’ CQ influence the quality of the relationship with international customers and export performance?”. To answer this question, this study has the following objectives: to understand the CQ of export managers, its connection to export performance and relationship performance. Specifically, this study analyzes the role of specific capabilities (international knowledge acquisition and adaptive) and key dimensions of relationship quality (trust, commitment, satisfaction, and information sharing) on this regard.

To examine such relationships, quantitative research based on data collected through a survey from export managers across various industries was used. The sample consists of Portuguese export managers/directors from exporting firms, and the data was analyzed using IBM SPSS Statistics and the SmartPLS software.

This dissertation is organized into seven chapters. After the first chapter, “Introduction”, the second chapter, “Literature Review”, is presented. This chapter provides an overview of existing research on the topic and identifies theoretical foundations. Chapter three, “Conceptual Model and Hypothesis Development”, presents the research model and hypotheses. The fourth chapter, “Methodology”, outlines the research design, data collection, and analysis methods. Chapter five, “Analysis and Results”, reports the findings, which are interpreted in chapter six, “Discussion”. The study concludes in chapter seven, “Conclusion”, with a conclusion summarizing key contributions, implications, limitations, and directions for future research.

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2. Literature Review

This section establishes the theoretical foundation for the conceptual model developed in this dissertation, which investigates the impact of CQ on both export performance and relationship performance. This literature review draws upon three key theoretical frameworks: the RBV, dynamic capabilities, and relationship marketing. While RBV and dynamic capabilities emphasize the strategic role of firm resources and capabilities in achieving competitive advantage and contributing to performance, relationship marketing focuses on the relational dimension, highlighting the importance of relational elements in sustaining business relationships.

To provide a structured and coherent presentation, this section is organized into two main parts. The first part, “Resources and Capabilities”, explores the theoretical foundations related to firm resources and capabilities, including their types, roles, and outcomes. It examines how these constructs contribute to firm performance, especially in international markets, and introduces central variables to this dissertation: CQ, international knowledge acquisition capability (IKAC), and adaptive capability. The presentation evidences how these capabilities enable firms to navigate complex international environments and enhance export performance.

The second part, “Relationship Marketing”, reviews the theory and components of relationship marketing, with a particular focus on relationship quality. This part examines its elements, namely trust, commitment, satisfaction and information sharing, and discusses how strong relationship quality contributes to relationship performance, supporting the relational outcomes of international business activities. By integrating these theoretical perspectives, this literature review provides a comprehensive framework for understanding how firm capabilities and relational factors interact to influence export and relationship performance in the context of international markets.

2.1. Resources and Capabilities

In the strategic management literature, the concepts of resources and capabilities are essential for understanding how firms achieve and sustain long-term success. Resources are defined by Barney (1991, p.74) as “the tangible and intangible assets that a firm controls that it can use to conceive of and implement its strategies”. Examples of tangible assets include buildings and products, while intangible assets cover brand reputation and organizational culture (Barney and Hesterly, 2008). These resources can reflect a strength or weakness of a given firm (Wernerfelt, 1984). Capabilities, on the other hand, are considered “a subset of a firm's resources and are defined as the tangible and intangible assets that enable a firm to take full advantage of the other resources it controls” (Barney and Hesterly, 2008, p.86). Unlike resources, i.e., things that the firm owns, capabilities are firm-specific skills, processes, and routines that enable firms to coordinate, deploy, integrate, and use resources effectively (Barney, 1991). Thus, capabilities are embedded to the firm (Grewal and Slotegraaf, 2007). While resources are important, they are not sufficient on their own. It is the combination of resources and capabilities that leads to strategic value. As Newbert (2008, p. 750) argues, a firm's performance is “(...) ultimately a function of the effectiveness with which it exploits its resource-capability combinations (...)”.

2.1.1. Theoretical Foundations

The relationship between resources and capabilities forms the foundation of several theoretical frameworks, including the RBV and the dynamic capabilities theory. These frameworks are essential for understanding the first part of the proposed model and are presented in the sections that follow.

2.1.1.1. Resource-based View

The RBV theory, initially introduced by Wernerfelt (1984) and further developed by Barney (1991), is a strategic management theory that posits a firm's internal resources, such as its assets, capabilities, and competencies, as the primary drivers of competitive advantage and the basis for outperforming competitors and achieving long-term superior performance. According to Barney (1991, p.102), “a firm is said to have a competitive advantage when it

is implementing a value-creating strategy not simultaneously being implemented by any current or potential competitors”. A sustained competitive advantage arises when competitors are unable to replicate the benefits of a firm’s value-creating strategy (Barney, 1991).

Wernerfelt (1984) emphasized that firms possessing strategic resources make it more difficult for competitors to copy or access them. To systematically identify which resources can generate competitive advantage, Barney (1991) proposed the VRIN framework, which categorizes resources as Valuable, Rare, Inimitable, and Non-substitutable. A resource is considered valuable if it exploits opportunities and/or neutralizes threats in a firm's environment. It is rare if it is limited in supply or scarce relative to competitors. It is inimitable if it cannot be easily replicated. Finally, it is non-substitutable if there are few close substitutes or no equivalent alternatives (Barney, 1991).

The combination of these four elements enables a firm to achieve a sustainable competitive advantage. However, as Barney and Hesterly (2008) clarified, merely possessing VRIN resources is not sufficient. A firm must also be appropriately structured and managed, that is, to be organized, to effectively deploy and manage these resources. This insight led to the evolution of the framework to the VRIO model, in which “N”, Non-substitutable element was replaced with the “O” standing for Organized. Organized highlights the importance of organizing and structuring the firm to fully exploit its resources (Barney and Hesterly, 2008).

2.1.1.2. Dynamic Capabilities

Dynamic capabilities refer to a firm's “ability to integrate, build, and reconfigure internal and external competences to address rapidly changing environments” (Teece et al., 1997, p.516). The dynamic capabilities framework highlights the critical role of capabilities not only in leveraging existing resources but also in enabling firms to adapt and respond to environmental change (Zhou and Li, 2010).

The relevance of dynamic capabilities gained ground in recent decades, due to faster market changes, heightened volatility, ambiguity, uncertainty and turbulence (Petricevic and Luo, 2022; Teece and Leih, 2016). These conditions pressure firms to continuously reconfigure and align their competencies with shifting market demands (Zhou and Li, 2010). Nevertheless, it is essential to note that this adaptability is often constrained by path

dependencies and established organizational routines shaped by past resource allocations and developmental trajectories (Teece et al., 1997; Zhou and Li, 2010).

2.1.2. Types of Resources and Capabilities

Several types of resources and capabilities have been identified in the literature (e.g., Barney, 1991; Morgan, 2012). Barney (1991) categorizes firm resources into three broad groups: physical capital resources, human capital resources, and organizational capital resources. Physical capital resources refer to the tangible assets that support a firm's operations, such as technology, plant and equipment, geographic location, and access to raw materials. Human capital resources reside in the skills, knowledge and attributes of individuals within the organization, including training, experience, judgment, intelligence, and interpersonal relationships. Finally, organizational capital resources comprise the firm's internal systems, structures, and routines that facilitate coordination and control, such as formal and informal planning, controlling, and coordination mechanisms.

While Barney's framework provides the foundational categories of firm-level resources, subsequent frameworks have expanded on this foundation by proposing additional types. For example, Morgan (2012) identifies categories such as tacit knowledge, financial, reputational, relational, informational, and legal resources. Tacit knowledge refers to knowledge embedded in individuals or teams that is difficult to communicate, codify, or transfer, and is typically acquired through experience, such as advertising creative selection or sales relationship-building approaches (Grant, 1996; Morgan, 2012). Financial resources include internal or external funds available for operations and investments. They are considered highly flexible because they can be used to acquire other resource types (Chatterjee and Wernerfelt, 1991). Reputational resources encompass assets such as corporate reputation and brand equity (Hall, 1992; Morgan, 2012). Relational resources stem from relationships that firms develop with external partners, such as customers or suppliers. The connection with different entities may prove to be a valuable resource, given that it can provide access to additional resources or market knowledge. For example, relationships with customers and channel members can offer firms valuable market research insights, while relationships with suppliers can facilitate product development (Morgan, 2012). Informational resources consist of "knowledge which can be transmitted without loss of integrity once the syntactical rules required for deciphering it are known" (Kogut and

Zander, 1992, p. 386). This may include facts, axiomatic propositions, and symbols. Lastly, legal resources include instruments that protect firm assets, such as trademarks and patents (Morgan, 2012).

The strategic value of resources depends on a firm's ability to effectively deploy them (Amit and Schoemaker, 1993). This is where capabilities play a central part. Capabilities are organizational competencies that enable firms to transform resources into performance outcomes (Amit and Schoemaker, 1993; Lu et al., 2010). Among these, two main types of capabilities are recognized: operational capabilities and dynamic capabilities (as previously mentioned). Operational capabilities are high-level routines (or a collection of routines) that, along with the associated input flows, provide decision options for producing significant outputs (Winter, 2003). Dynamic capabilities, in contrast, focus on enabling firms to adapt to changing environments (Teece et al., 1997). Examples include new product development routines, which integrate technological and market knowledge to respond to evolving customer needs (Eisenhardt and Martin, 2017; Teece et al., 1997); strategic decision-making processes, which allow managers to assess alternatives and decide on a course of action in uncertain environments (Eisenhardt and Martin, 2017); research and development management, which coordinates, and leverages innovation activities to adjust and expand organizational knowledge (Helfat and Peteraf, 2003); and knowledge transfer mechanisms, such as codification and articulation, which embed learning into organizational processes and enhance capability development (Zollo and Winter, 2002).

To qualify as a dynamic capability, a capability must support the three core functions identified by Teece (2007): sensing new opportunities and threats, seizing them through strategic actions, and reconfiguring the firm's resource base to maintain competitiveness.

Within the dynamic capabilities framework, this study gives particular attention to CQ, IKAC, and Adaptive Capability. The reasoning behind the selection of these variables is informed by Charoensukmongkol (2014), who demonstrated the role of CQ in enhancing IKAC and adaptive capability. Furthermore, CQ has gained increased attention in recent years. As Fang, Schei and Selart (2018, p.148) note, CQ is “the capability by which expatriates, managers, and others involved in cross-cultural interactions function effectively in a globalized world” and “has garnered wide attention recently”, evidencing its relevance for firms operating in international markets.

2.1.2.1. Cultural Intelligence

CQ is grounded in contemporary theories of intelligence, including social intelligence, emotional intelligence, and practical intelligence. It is defined by Ang et al. (2007, p. 336) as “an individual's capability to function and manage effectively in culturally diverse settings”. CQ is considered to be a set of capabilities that enable individuals to understand unfamiliar cultural situations, such as behaviors and social norms, and act appropriately within the culture they are engaging with (Earley and Ang, 2003; Van Dyne, Ang, and Livermore, 2010).

CQ is a multidimensional construct comprising both mental and behavioral capabilities. The mental capabilities include metacognitive CQ, cognitive CQ, and motivational CQ, while the behavioral capabilities are captured by behavioral. Metacognitive CQ, or strategy, “reflects mental processes that individuals use to acquire and understand cultural knowledge” (Ang et al., 2007, p. 338). This dimension involves observing one's own and others' mental processes, reflecting on thought patterns, applying cultural knowledge to interpret different contexts, and adjusting mental models when necessary. Key components include awareness, planning, and checking (Van Dyne et al., 2010). Cognitive CQ, or cultural knowledge, “reflects knowledge of the norms, practices, and conventions in different cultures acquired from education and personal experiences” (Ang et al., 2007, p. 338). It involves understanding cultural systems, norms, and values, and how these influence people's thoughts and behaviors (Van Dyne et al., 2010). Motivational CQ, or drive, “reflects the capability to direct attention and energy toward learning about and functioning in situations characterized by cultural differences” (Ang et al., 2007, p. 338). This includes intrinsic and extrinsic motivation, as well as self-efficacy, reflecting an individual's confidence and persistence in overcoming cross-cultural challenges and conflicts (Van Dyne et al., 2010). Behavioral CQ, or the action dimension, “reflects the capability to exhibit appropriate verbal and non-verbal actions when interacting with people from different cultures” (Ang et al., 2007, p. 338). This dimension influences the ability to achieve performance goals across cultures. High behavioral CQ allows individuals to adapt actions to enhance effectiveness, knowing when to modify their behavior and when consistency is appropriate (Van Dyne et al., 2010).

CQ is most effective when all four dimensions are developed. Focusing on only one dimension can lead to cultural misunderstanding or ignorance (Van Dyne et al., 2010).

Regarding the development of CQ, research suggests that CQ develops through a combination of personal traits and intercultural experiences. Among personality traits, openness to experience consistently shows to predict higher CQ across all four dimensions (Ang, Van Dyne, and Koh, 2005; Li, Mobley, and Kelly, 2016). Other contributing factors include language skills, intercultural orientation, and intercultural experiences (Harrison, 2012). For instance, studying or working abroad enhances overall CQ and its subdimensions more effectively than casual travel, with deeper exposure yielding greater benefits (Crowne, 2008).

In terms of outcomes, high CQ is associated with multiple positive results in cross-cultural environments, such as psychological, interpersonal and performance outcomes. Psychologically, CQ has been linked to easier adjustment to new cultures (e.g., Lin, Chen, and Song, 2012; Zhang and Oczkowski, 2016), lower anxiety (Bücker et al., 2014), and fewer adaptation challenges (Ward et al., 2011). Interpersonally, it fosters trust, cooperation, and knowledge sharing in multicultural teams (Groves and Feyerherm, 2011), and greater acceptance of newcomers in diverse workplaces (Joardar, Kostova, and Ravlin, 2007). From a performance perspective, CQ contributes to enhanced leader effectiveness and team performance (Groves and Feyerherm, 2011), task performance (Presbitero, 2016), work performance (Wang et al., 2017), and support for transformational leadership (Ramsey et al., 2017).

Although CQ has traditionally been viewed as an individual capability, recent research suggests it can also be an organizational capability. According to Livermore, Van Dyne, and Ang (2022, p.671), organizational CQ is “a firm’s capability to function effectively in a complex and unpredictable multicultural world.” Like individual CQ, it comprises four dimensions: drive, knowledge, strategy, and action. Drive refers to the organization's consistent motivation and focus on fostering an inclusive, adaptive identity. Knowledge reflects the organization's understanding of cultural assumptions underlying routines, such as marketing, hiring, and negotiation. Strategy involves establishing routines that actively promote inclusiveness, agility, and innovation, including policies on hiring, promotion, learning and development, information sharing, and decision-making. Lastly, action is about the firm’s ability to respond effectively to uncertain and volatile situations.

As with individual CQ to individuals, organizational CQ enables firms to navigate complex multicultural environments, enhancing both strategic and operational effectiveness in international contexts.

2.1.2.2. International Knowledge Acquisition Capability

IKAC is defined as “a firm's ability to actively acquire, share, and use its advanced intelligence to plan and disseminate information in order to address rapidly changing environments on foreign market” (Zhang, Tansuhaj and McCullough, 2009, p.297). It emphasizes continuous learning from international activities and market exposure, which enhances the firm's ability to innovate, adapt, and identify emerging opportunities.

According to Ho, Ghauri, and Kafouros (2019, p.439), “International knowledge acquisition helps firms develop new capabilities and provides the basis for innovation, strategic renewal and competitive advantage in the global economy (Ho 2013; Inkpen 1998)”. Furthermore, research shows that variables such as social interaction, network ties and product development have been found to be positively related to knowledge acquisition (Yli-Renko, Autio and Sapienza, 2001), which in turn can enhance firm performance, profitability, greater global competitiveness (Lyles and Salk, 1996; Kafouros, Buckley and Clegg, 2012) and overall higher export performance (Charoensukmongkol, 2014).

2.1.2.3. Adaptive Capability

Adaptive capability, according to Lu et al. (2010, p. 420), “is the firm's ability to coordinate, recombine, and allocate resources to meet the changes required by foreign customers and/or suppliers”. It refers to a firm's capability to act on new ideas, adjust product characteristics in response to customer demands, adapt existing products to explore new market opportunities, and improve products rapidly when needed (Lu et al., 2010).

Zhou and Li (2010) also highlight adaptive capability as a key element within the dynamic capabilities framework, describing it as the ability to reconfigure resources and coordinate internal processes in response to rapidly changing market conditions.

High-performance work systems have been shown to act as an essential antecedent of adaptive capability by fostering employee development and creating conditions that support flexibility and learning (Wei and Lau, 2010). Cultivating adaptability strengthens a firm's internal processes while also improving its responsiveness to external changes (Oktemgil and Greenley, 1996). Firms with this capability can benefit from employees who possess a broader range of skills and greater discretion in problem solving (Wei and Lau, 2010), which in turn contributes to higher levels of overall firm performance (Oktemgil and Greenley, 1996).

2.1.3. The Role of Resources and Capabilities

Resources represent the set of assets – e.g., financial, technological, relational, informational – that firms mobilize to support strategic decision-making and international expansion (Morgan, 2012). As previously discussed, these assets – whether tangible, intangible or human – are typically acquired or develop through financial investment and organizational control, and serve as inputs into the firm's strategic processes (Amit and Schoemaker, 1993; Barney, 1991). The role of these resources lies in providing a foundational base that enables firms to formulate strategies, build competitive offerings, and respond to external demands across markets (Barney, 1991). However, having a resource alone does not ensure advantage, as their contribution to firm performance depends on how effectively they are integrated and applied within organizational processes (Wernerfelt, 1984).

On the other hand, the role of capabilities lies in enabling firms to effectively coordinate and apply their resources to meet strategic goals and adapt to changing market conditions (Amit and Schoemaker, 1993). In dynamic and international contexts, capabilities are essential for identifying opportunities, reconfiguring resource combinations, and sustaining performance over time (Teece, 2007). Rather than being static skills, capabilities evolve through organizational learning and experience (Zollo and Winter, 2002). Through these mechanisms, capabilities serve as the link between owning an asset and achieving a competitive advantage.

2.1.4. Outcomes of resources and capabilities

After discussing the definitions, types, and roles of resources and capabilities, it is essential to examine their outcomes. While resources alone do not directly produce performance outcomes, when effectively combined with capabilities, they can generate sustained competitive advantage and superior firm performance (Barney, 1991; Newbert, 2008). This idea is reinforced by several studies. For instance, Ferreira and Fernandes (2017) highlight that creatively combining resources can enhance firm performance. Similarly, Murray, Gao, and Kotabe (2011) note that a firm must implement the right strategic actions to leverage market trends in order to achieve competitive advantage and improved performance.

Specific examples from the literature illustrate how particular capabilities impact performance. Marketing capabilities can influence return on assets (ROA) and a firm's perceived performance (Morgan, Vorhies, and Mason, 2009), as well as enhance new product development, supply chain management, and customer management, ultimately improving financial outcomes (Ramaswami, Srivastava, and Bhargava, 2009). Exploitative capabilities are linked to current performance, while explorative capabilities affect both current and future outcomes (Lisboa, Skarmeas and Lages, 2011a). Firm and marketing capabilities also demonstrate positive effects on export performance (Jin and Cho, 2018; Gupta, Sumedha and Chauhan, 2020).

Following the export focus of the present research, export performance outcome will be further detailed. Export performance is a multidimensional and complex concept (Diamantopoulos and Kakkos, 2007). Its definition varies depending on the authors, the problem they address, or the research context of the study (Shoham, 1998). Export refers to the international, marketing-related decisions and activities of firms engaged in cross-border operations (Cavusgil and Nevin, 1981; Shoham, 1998). Thus, export performance can be understood as an outcome of a firm's international operations related to export (Shoham, 1998). Given its multidimensionality, rather than merely focusing on one element, it can be captured through three subdimensions: export sales, export profitability, and export growth. Along these lines, its complexity requires that its analysis comprises several elements, as both internal and external factors have a role in shaping export performance (Sousa, Martínez-López, and Coelho, 2008). Chen, Sousa and He (2016, p. 14) specifically mention three types of export performance determinants: internal (firm-level), industry-related, and country-level determinants. Firm-level determinants include export marketing strategy, firm

characteristics/capabilities and management characteristics (Chen et al., 2016). At the industry-level, variables cover industrial characteristics, industry adaptation, industry concentration, and technological variables (Chen et al., 2016). At the country-level, factors such as domestic demand, export assistance, local market characteristics, infrastructure quality, legal quality, and institutional environment are also considered (Chen et al., 2016).

2.2. Relationship Marketing

Relationship marketing emerged in the 1980s as a shift from Transactional Marketing, a paradigm that focused on customer acquisition, towards a paradigm that instead focuses on building long-term relationships and customer retention (Sheth, 2002). Morgan and Hunt (1994) also argue that the need for relationship marketing arises from the changing dynamics of the global marketplace and the new requirements for achieving competitive success. Morgan and Hunt (1994, p.22) define relationship marketing as “all marketing activities directed toward establishing, developing, and maintaining successful relational exchanges”. Additionally, according to Eiriz and Wilson (2006, p.276), relationship marketing considers “dyadic and multilateral relationships as well as with networks of relationships, and it shares with other disciplines a concern over strategic alliances, partnerships, and strategic networks. It embraces intra- and inter-organizational relationships as well as relationships between organizations and individuals”.

According to Badrinarayanan and Ramachandran (2024), one of the most important theoretical advancements of relationship marketing is the commitment-trust theory developed by Morgan and Hunt (1994). A theory that emphasizes that those variables are crucial to create cooperative relationships as well as relationship marketing success. In addition to these variables, several other constructs have been studied in the relationship marketing literature. The most common being power, conflict, relationship quality, reciprocity, investment in the relationship, information exchange (Samiee and Walters, 2003), customer orientation/empathy, experience/satisfaction, and communication (Conway and Swift, 2000). Conway and Swift (2000) also mention the importance of each one varies across the different stages of relationship development and that it is strongly influenced by the level and type of communication between parties.

Regarding outcomes, customer-focused outcomes include customer loyalty and word-of-mouth (Hennig-Thurau, Gwinner and Gremler, 2014), expectation of continuity (Palmatier et al., 2006); seller-focused outcomes include seller objective performance (Palmatier et al., 2006); and dyadic-focused outcomes include cooperation (Palmatier et al., 2006). Relationship marketing strengthens these outcomes, thereby reinforcing the long-term benefits of building and maintaining strong relationships.

In an international marketing context, relationships transcend national boundaries. As Samiee and Walters (2003, p. 194) explain, “unlike relationships in domestic settings, those formed across national boundaries are affected to a much higher degree by diverse social, cultural, and other environmental factors which, in turn, can significantly modify the role and scope of relationships from one country or region to the next”. Conway and Swift (2000) caution that the relationship development is not always appropriate. When relationship marketing is applied across borders, cultural differences can create additional challenges. The greater the distance between firms, the harder it becomes the process of relationship development. In order to thrive, it is essential to understand the values, expectations, and motivations of everyone involved.

More recently, Zhang et al. (2016) introduced the concept of dynamic relationship marketing, which refers to strategies such as exploration, endowment, recovery, neglect, and betrayal that aim to promote or suppress state migrations in order to enhance relationship performance.

Within the relationship marketing framework, this study gives particular attention to Relationship Quality (trust, commitment, satisfaction, and information sharing) and Relationship Performance. The reasoning behind choosing these variables comes from the study previously made by Charoensukmongkol (2015, p.432), where he calls out future researchers to investigate “the contribution of CQ to key determinants of quality of the relationships such as the level of trust and commitment (...) there is a need for future studies to explore whether entrepreneurs' CQ is a factor that helps them help gain more trust from foreign business partners”. Therefore, the variable relationship quality was chosen, as well as relationship performance, so it is possible to prove or deny that CQ can influence the quality of relationships and subsequently, relationship performance.

2.2.1. Relationship Quality

Relationship quality can be defined as an overall assessment of the strength of a relationship, conceptualized as a composite or multidimensional construct that captures the different but related facets of a relationship (Crosby, Evans, and Cowles, 1990; De Wulf, Odekerken-Schröder, and Iacobucci, 2001). According to Macintosh (2007, p.151), it “captures the positive/negative nature of a relationship, which in turn provides positive benefits to the customer”. Although the dimensions may differ from author to author, the dimensions mainly used are satisfaction, trust, and commitment as indicators of relationship quality (Athanasopoulou, 2009; De Wulf et al., 2001). Other dimensions used by previous authors include cooperation, power, adaptation, atmosphere, among others.

The antecedents of relationship quality also vary depending on the specific study, subject and authors, however, according the review made by Athanasopoulou (2009), they can be divided into four major categories, those being: characteristics of the two relationship sides (e.g. similarity, seller expertise, ethical behavior, adaptive selling behavior), relationship attributes (e.g. length or duration of the relationship, relationship benefits, power), offer characteristics (e.g. product performance and service quality), and lastly, the role of the environment (e.g. political, legal, technical). Among these variables, the most common ones used in all contexts include “similarity; seller expertise; relational selling behavior; relationship duration or length, and communication quality” (Athanasopoulou, 2009, p. 601).

2.2.1.1. Dimensions of Relationship Quality

For this dissertation, as previously mentioned, relationship quality will be measured using the four most common variables: trust, commitment, satisfaction, and information sharing. The reasoning behind choosing these specific ones also comes from the justification from Conway and Swift (2000), who mention that the most critical variables/factors in an international context are commitment, trust, customer orientation/empathy, experience/satisfaction, and communication. Following this argument, the chosen dimensions of relationship quality will be elaborated.

2.2.1.1.1. Trust

Morgan and Hunt (1994, p. 23) define that trust exists when “one party has confidence in an exchange partner's reliability and integrity”. Trust is often seen as a crucial factor in achieving successful relationships. Combined with commitment, it is considered one of the key elements of relationship marketing, as it encourages firms to protect their relationship investments, cooperate with partners, and resist short-term alternatives in favor of long-term benefits (Conway and Swift, 2000; Morgan and Hunt, 2014). Morgan and Hunt (1994) further argue that trust (combined with commitment) develops when firms: provide superior resources, opportunities, and benefits compared to alternatives; maintain strong corporate values and align with partners who share similar values; communicate useful information such as expectations and performance feedback; and avoid opportunistic behavior. Trust is established not only through direct interactions but also through external factors, such as word-of-mouth opinions and media reports (Conway and Swift, 2000).

Trust can also be defined as “the willingness of a firm to be vulnerable to the actions of another party based on the expectations that the other party will behave in a “right” (good) way towards the firm” (Nguyen, Barrett and Nguyen, 2004, p.284).

2.2.1.1.2. Commitment

Morgan and Hunt (1994, p.23) define commitment as “an exchange partner believing what an ongoing relationship with another is so important as to warrant maximum efforts at maintaining it; that is, the committed party believes the relationship is worth working on to ensure that it endures indefinitely”. Therefore, commitment is fundamental in the development of a relationship, as the level of commitment a partner feels determines the extent to which the relationship can be sustained (Conway and Swift, 2000).

The main antecedents of commitment include relationship termination costs and shared values (Morgan and Hunt, 1994). In terms of outcomes, high levels of commitment lead to acquiescence, meaning that partners are more willing to accept and adapt because of their commitment to the relationship. It also reduces the propensity to leave and strengthens cooperation between partners (Morgan and Hunt, 1994).

2.2.1.1.3. Satisfaction

According to Crosby et al. (1990), satisfaction in a relationship is grounded in the roles that each party assumes and performs, reflecting the expectations and contributions within the exchange. Relationship satisfaction is also defined by Palmatier et al. (2006, p. 139) as “a customer's affective or emotional state toward a relationship. Relationship satisfaction reflects exclusively the customer's satisfaction with the relationship and differs from the customer's satisfaction with the overall exchange”.

According to Nyaga and Whipple (2011, p.327), “satisfaction encourages relationship partners to pursue common goals and collaborate over a longer period of time, which enhances relationship quality. Thus, it is expected that higher levels of satisfaction are realized in high quality relationships”.

2.2.1.1.4. Information Sharing

Information sharing or information exchange, according to Heide and Miner (1992, p.275), is “the degree to which each party discloses information that may facilitate the other party's activities, as opposed to keeping all information proprietary”.

2.2.2. Outcomes of Relationship Quality

Relationship quality outcomes depend on the dimensions and the antecedents used in the specific models. According to the review made by Athanasopoulou (2009), common outcomes can be divided into three major categories: business or service channel performance (e.g., supply chain performance, export performance, service quality), relational benefits (e.g., customer retention, relationship enhancement, customer loyalty), and satisfaction-related outcomes (e.g., salesperson satisfaction, buyer's satisfaction with supplier).

According to Li et al. (2020, p.272), relationship quality also facilitates performance outcomes, such as “relationship performance (Palmatier et al., 2007b), business performance (Lee et al., 2001; Nyaga and Whipple, 2011), partnership performance (Phan et al., 2005)

and financial performance (Chong Tan and Oly Ndubisi, 2014; Chu and Wang, 2012; Leonidou et al., 2014; Mitreğa, 2012), firm performance (Leonidou et al., 2014)”.

Since this dissertation focuses on relationship performance, the following focuses on the specific outcome.

2.2.2.1. Relationship Performance

According to Bucklin and Segupta (1993) and LaBahan and Harich (1997, p.34), relationship performance is defined as “the extent to which the relationship is perceived to be productive and rewarding”. According to Palmatier, Dant, and Grewal (2007a), relationship performance can be understood through four theoretical perspectives: commitment-trust, dependence, transaction cost economics, and/or relational norms.

3. Conceptual Model and Hypothesis Development

This chapter introduces the conceptual model and hypothesis of the study. The proposed model is grounded in three main theoretical perspectives, RBV, dynamic capabilities and relationship marketing. First, RBV suggests that specific resources and capabilities are the primary drivers of competitive advantage (Barney, 1991), while dynamic capabilities emphasizes capabilities that allow firms to reconfigure and adapt resources in volatile environments, such as the international one. Following these lines, the research focuses on CQ, IKAC, and adaptive capability, capabilities that assist such reconfiguration and adaptation of resources in dynamic environments (Ang et al., 2007; Teece et al., 2007; Zhang et al., 2009; Zhu and Li, 2010). The study further combines the above mentioned theoretical perspectives with relationship marketing. Relationship marketing (Morgan and Hunt, 1994) highlights the importance of considering relational elements. Previous literature called attention to the importance of business relationships in international settings (e.g., Samiee and Walters, 2003), namely relationship quality (Charoensukmongkol, 2015). The present research examines relationship quality, with its specific elements (trust, commitment, satisfaction, and information sharing). The model posits that these resources and capabilities collectively contribute to performance outcomes, including export and relationship performance.

IKAC refers to a firm's ability to obtain and internalize knowledge from foreign markets (Zhang et al., 2009). One of the main barriers to IKAC is cultural distance, which affects how knowledge is shared, interpreted, and integrated across borders (Johanson and Vahlne, 2009). CQ directly addresses this barrier by equipping individuals with the ability to recognize, interpret, and respond appropriately to culturally diverse cues (e.g., Ang et al., 2007). Specifically, cognitive CQ since it reflects the individual's knowledge of foreign norms, practices, and institutions, forming the foundation for identifying relevant knowledge in international contexts (Charoensukmongkol, 2014). Still, such knowledge alone is insufficient unless the person is able to reflect, make sense, and adapt cultural knowledge to specific contexts, which is enabled by the metacognitive CQ dimension (Sharma, 2019). Additionally, behavioral CQ is critical throughout the process. It involves both verbal and nonverbal actions, allowing individuals to adjust their communication styles and behaviors

to different cultural settings, particularly in strategic alliances and relationships, where understanding local languages, gestures, and symbols is critical (Ang et al., 2007; Charoensukmongkol, 2014; Qammar et al., 2024). High CQ involves “having relevant knowledge, being able to process that knowledge, and being motivated to use that knowledge” (Ott and Michailova, 2018, p.6). Thus, collectively, the dimensions of CQ enhance a firm’s ability to acquire, interpret, and assimilate knowledge from international partners. Therefore, based on the outlined argument, the following hypothesis is proposed:

Hypothesis 1: *Cultural intelligence positively influences international knowledge acquisition capability*

Adaptive capability is a dynamic capability that allows firms to modify strategies, structures, and practices in response to changing international environments (Zhou and Li, 2010). Since international markets are highly uncertain and influenced by cultural differences, being able to understand and interpret the different contexts is crucial. It will facilitate processing environmental complexity, reducing uncertainty, and developing strategies that align with local contexts (Van Dyne et al., 2010). Specifically, cognitive CQ enables adaptability by reflecting the individual’s knowledge of foreign norms, regulations, and consumer behavior, which firms can use to refine products and strategies (Charoensukmongkol, 2014). Behavioral CQ strengthens adaptability by enabling culturally sensitive adjustments in negotiation, marketing, and management practices, making adaptation more effective in practice (Charoensukmongkol, 2014). Motivational CQ, in turn, fuels persistence and resilience, lowering cross-cultural anxiety and increasing willingness to adapt (Ang et al., 2007; Sharma, 2019).

Firms with international experience leverage adaptive routines more effectively when managers exhibit high CQ, as they can translate experiential learning into actionable strategies (Liu and Kang, 2020). Therefore, the following hypothesis is proposed:

Hypothesis 2: *Cultural intelligence positively influences adaptive capability*

IKAC and adaptive capability are conceptually interdependent. Firms must not only acquire knowledge from foreign countries but also apply it to adapt products, processes and

strategies to meet foreign customer expectations (Charoensukmongkol, 2014). Knowledge acquisition alone is insufficient. More than collecting information and being knowledgeable about foreign markets, it is crucial to be able to apply such knowledge to improve decision-making, enhance performance, and adapt to rapidly changing environments (Ibojo and Mobolade, 2023). In that regard, Nguyen and Nguyen (2014) alert that while acquiring cultural knowledge may be relatively straightforward, adapting to foreign partners' behaviors is more challenging. Exporters should be prepared to adapt to foreign cultures to facilitate information exchange and collaboration (Nguyen et al., 2004). Therefore, based on the outlined argument, the following hypothesis is proposed:

Hypothesis 3: *International knowledge acquisition capability positively influences adaptive capability*

Knowledge is critical for firms' internationalization (e.g., Agustí, Ramos-Hidalgo, and Menéndez, 2022) and long-term success (Samiee and Walters, 1999). According to Ibojo and Mobolade (2023), every organization aims to fill knowledge gaps or acquire expertise to improve productivity and create value for customers. In international markets, this process is even more vital, and exporters who learn from foreign competitors and buyers will be better able to fill knowledge gaps that enhance productivity and value creation (Di Cintio, 2020). Understanding how to acquire and manage lasting knowledge provides a foundation to improve performance and productivity (Samiee and Walters, 1999).

In this context, capabilities that allow the acquisition of knowledge about international markets, technologies, and institutions will assist firms. Not only does foreign knowledge acquisition help to overcome the liability of foreignness of dealing with international markets, as it allows to obtain insights regarding opportunities and risks abroad, provides an important basis to innovate and improve international performance (Adomako, 2024). Therefore, IKAC enables firms not only to identify opportunities but also to implement knowledge-driven strategies that directly improve export outcomes. Based on the outlined argument, the following hypothesis is proposed:

Hypothesis 4: *International knowledge acquisition capability positively influences export performance*

Adaptive capability is widely recognized as a determinant of firm performance in dynamic environments (Lu et al., 2010; Zhou and Li, 2010). Exporting firms face heightened volatility due to fluctuating regulations, diverse consumer preferences, and cultural complexity. Adaptive capability enables them to reconfigure resources, strategies, and structures in response to market signals (Mioceiv, 2021). Moreover, being able to adapt to cultural differences reduces “distance” in cross-border relationships (Nguyen et al., 2004).

Firms with strong adaptive capability are better positioned to localize offerings, align with institutional demands, and respond quickly to competitive threats. This responsiveness not only ensures survival but also allows firms to seize emerging opportunities, driving superior export performance. Moreover, adaptive firms integrate internal knowledge with external inputs, leveraging both for innovation and competitive differentiation (Vardarsuyu et al., 2024). As a result, adaptive capability acts as a capstone dynamic capability that directly links environmental sensing and learning to tangible performance outcomes in export markets. Therefore, based on the outlined argument, the following hypothesis is proposed:

Hypothesis 5: *Adaptive capability positively influences export performance*

In the international business context, firms dealing with foreign partners must overcome uncertainty, new tasks, and cultural differences (Nguyen et al., 2004). CQ enables fostering understanding of customers, suppliers, and competitors from international settings and facilitating the development of strong and good quality relationships with them (Charoensukmongkol, 2015). Relationship quality is typically defined by trust, commitment, and satisfaction (e.g., Nyaga and Whipple, 2011; Palmatier et al., 2007a), with information sharing also recognized as a key dimension that captures the relational dynamics of cross-border exchanges (Mohr and Spekman, 1994; Morgan and Hunt, 1994).

CQ strengthens each of these four dimensions. Trust is enhanced through CQ, since CQ provides cultural knowledge that reduces misunderstandings, fosters perspective-taking and prevents ethnocentrism (Ang et al., 2007; Van Dyne et al., 2012; Sharma, 2019). Combining cultural knowledge with contextualized thinking and cognitive flexibility strengthens trust-based relationships during intercultural exchanges (Sharma, 2019). In terms of commitment, high CQ enables confidence and persistence in maintaining relationships by putting effort and energy into them (Van Dyne et al., 2010). Additionally, CQ also signals awareness of

partners' norms and values, reflecting the commitment to maintaining the relationship (Van Dyne et al., 2010). Satisfaction is enhanced by CQ, since understanding partners' norms and values leads to more harmonious collaborations (Charoensukmongkol, 2015; Nyaga and Whipple, 2011). By understanding the norms and values of a foreign partner (Dyne et al., 2010), CQ will contribute to satisfaction. Along these lines, Charoensukmongkol (2015) found that SMEs led by entrepreneurs with high CQ tend to achieve greater satisfaction in international operations due to their ability to develop meaningful networks and partnerships abroad. CQ also promotes information sharing given the heightened cultural awareness, and tendency to facilitate communication and mutual support (Nguyen et al., 2004). Overall, high CQ reflects greater receptiveness to foreign cultures, increased willingness to communicate with foreign partners and to adjust behavior to align with them (e.g., Charoensukmongkol, 2014; Van Dyne et al., 2010). Hence, the following hypothesis is proposed:

Hypothesis 6: *Cultural intelligence positively influences relationship quality*

High relationship quality, comprising trust, commitment, satisfaction, and information sharing, creates the foundation for superior relational outcomes in international markets (Nyaga and Whipple, 2011). Trust encompasses a partner's integrity, reliability, and intentions. It reduces opportunism, encourages risk-taking, facilitates cooperation, and improves communication, hence contributing to relationship performance (Nguyen et al., 2004; Palmatier et al., 2007a). Commitment reflects the willingness of partners to invest resources, maintain the relationship, and engage in joint problem-solving, meaning that partners are more likely to invest time, energy and resources into the relationship (Nyaga and Whipple, 2011). Additionally, commitment signals long-term intentions, creating the conditions for stronger relationships. Satisfaction reinforces willingness to collaborate over time, ensuring continuity and alignment with shared goals. By fostering positive interactions and mutual support, satisfaction encourages partners to pursue common objectives and sustain long-term cooperation (Nyaga and Whipple, 2011). Lastly, information sharing improves communication and alignment (Nguyen and Nguyen, 2012; Palmatier et al., 2007a). It reduces uncertainty and suspicion and provides better ground for alignment, collaboration and joint decision making.

Exporters that are more culturally aware tend to be able to remove communication barriers and improve information exchange between partners (Nguyen and Nguyen, 2012). By doing so, the information will be more reliable, and it will provide a better understanding of the partner's needs, contributing to relationship performance. Biggemann (2012) also mentions that greater flows of information between parties reduce cultural distance, improve sales, and consequently relationship performance. According to Kozlenkova, Samaha, and Palmatier (2013), high-quality relationships, characterized by information sharing, lead to improved relationship performance. By integrating these dimensions, relationship quality provides both the relational atmosphere (trust, satisfaction, commitment) and the relational practice (information sharing) that enable firms to improve cooperation, efficiency, and outcomes in international partnerships. Therefore, based on the outlined argument, the following hypothesis is proposed:

Hypothesis 7: *Relationship quality positively influences relationship performance*

Table 1 presents an overview of the relationships hypothesized.

Table 1 – Hypothesis Overview

Hypothesis	Independent Variable	Dependent Variable	Theoretical Justification
H1	Cultural intelligence	International knowledge acquisition capability	CQ mitigates cultural barriers, enabling firms to identify, interpret, and assimilate foreign knowledge.
H2	Cultural intelligence	Adaptive capability	CQ equips firms with knowledge, motivation, and behavioral flexibility to adapt to uncertain environments.

Hypothesis	Independent Variable	Dependent Variable	Theoretical Justification
H3	International knowledge acquisition capability	Adaptive capability	Knowledge acquisition provides inputs for developing adaptive routines and strategies.
H4	International knowledge acquisition capability	Export performance	Acquiring and applying international knowledge improves innovation and competitive positioning.
H5	Adaptive capability	Export performance	Adaptive firms reconfigure strategies to respond to volatility and seize opportunities.
H6	Cultural intelligence	Relationship quality	CQ reduces misunderstandings and fosters perspective-taking in intercultural relationships, strengthens persistence and investment in relationships, enhances alignment with partners' values, fosters satisfaction, and enables culturally sensitive communication and exchange of information.
H7	Relationship quality	Relationship performance	High-quality relationships (trust, commitment, satisfaction, information sharing) enhance relational outcomes.

Based on the presented hypothesis, the following conceptual model is proposed:

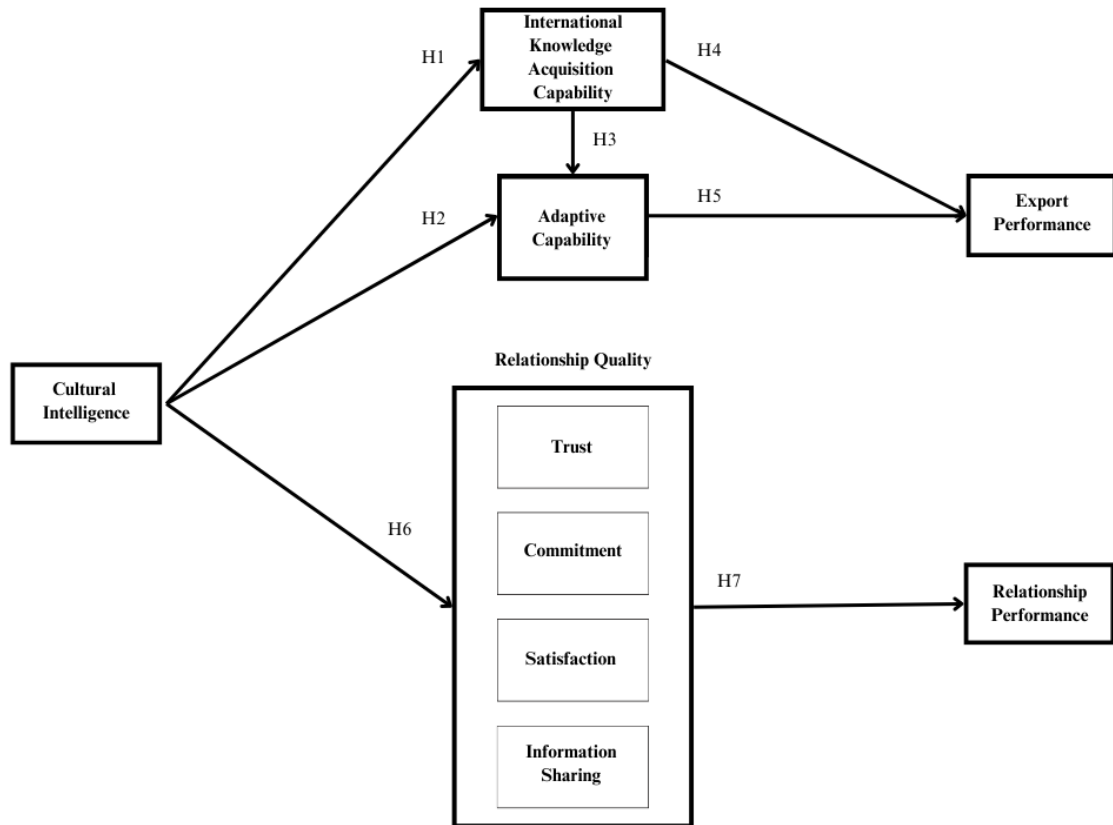


Figure 1 – Conceptual Model

4. Methodology

This chapter focuses on the methodology of this dissertation. It starts by providing information on the research setting, then describes the instrument used, followed by the variable measurements, including the scales, items, and relevant authors. Additionally, this chapter covers the data collection process, the sample, and provides a descriptive analysis of the variable measurement indicators.

4.1. Research Setting

The research setting for this dissertation was Portuguese exporting companies. The reasoning behind choosing Portugal is because of its small domestic market, which, in turn, pressures the companies to develop international trade (Lisboa, Skarmeas, and Lages, 2011b; Lisboa et al., 2013; Sousa and Bradley, 2006). As such, exporting represented 46.5% of the country's GDP in 2024 (Pordata, 2024), making Portugal an interesting country to conduct this study.

4.2. Instrument

The data collection instrument used was a questionnaire developed and administered via Google Forms (appendix A). The questionnaire was divided into two key sections: one focusing on firm-level issues (part 1, to be responded by one respondent of the firm) and another on relationship-related issues (part 2, to be responded by another respondent of the firm, responsible for international operations, in regards to a specific customer relationship). Its structure was based on previously validated scales from the literature to ensure the reliability and conceptual validity of the constructs being measured.

4.3. Measures

4.3.1. Cultural Intelligence

CQ is measured using the Cultural Intelligence Scale (CQS) developed by Ang et al. (2007). This scale includes items that comprise the four dimensions: cognitive CQ, metacognitive CQ, motivational CQ, and behavioral CQ. In total, there are 20 items in this scale, which are measured using a 7-point Likert scale (1=strongly disagree to 7=strongly agree). The respective constructs, items, and authors are shown in the table below.

Table 2 – Cultural Intelligence Measures

Construct	Item	Author(s)
Behavioral CQ	I change my verbal behavior (e.g., accent, tone) when a cross-cultural interaction requires it	Ang et al. (2007)
	I use pause and silence differently to suit different cross-cultural situations	
	I vary the rate of my speaking when a cross-cultural situation requires it	
	I change my nonverbal behavior when a cross-cultural situation requires it	
	I alter my facial expressions when a cross-cultural interaction requires it	
Cognitive CQ	I know the legal and economic systems of other cultures	
	I know the rules (e.g., vocabulary, grammar) of other languages	
	I know the cultural values and religious beliefs of other cultures	
	I know the marriage systems of other cultures.	
	I know the arts and crafts of other cultures	

Construct	Item	Author(s)
	I know the rules for expressing nonverbal behaviors in other cultures	
Metacognitive CQ	I am conscious of the cultural knowledge I use when interacting with people with different cultural backgrounds	
	I adjust my cultural knowledge as I interact with people from a culture that is unfamiliar to me	
	I am conscious of the cultural knowledge I apply to cross-cultural interactions	
	I check the accuracy of my cultural knowledge as I interact with people from different cultures	
Motivational CQ	I enjoy interacting with people from different cultures	
	I am confident that I can socialize with locals in a culture that is unfamiliar to me	
	I am sure I can deal with the stresses of adjusting to a culture that is new to me	
	I enjoy living in cultures that are unfamiliar to me	
	I am confident that I can get accustomed to the shopping conditions in a different culture	

4.3.2. International Knowledge Acquisition Capability

International Knowledge Acquisition Capability is measured using a scale developed by Armario, Ruiz and Armario (2008). This scale has five items, and they are measured using a 7-point Likert scale (1=limited to 7=extensive). The respective items and authors are shown in the table below.

Table 3 – Knowledge Acquisition Measures

Item	Author(s)
In your opinion, which is the level of knowledge that your company has regarding its foreign customers?	Armario et al. (2008)
In your opinion, which is the level of knowledge that your company has regarding its foreign environment?	
In your opinion, which is the level of knowledge that your company has regarding its foreign competitors?	
In your opinion, which is the level of knowledge regarding the institutional structure, norms, culture, and language of that market?	
Which is the level of experience acquired in your major foreign market?	

4.3.3. Adaptive Capability

Adaptive Capability is measured using a scale developed by Eshima and Anderson (2016). The scale has three items, and they are measured using a 7-point Likert scale (1=strongly disagree to 7=strongly agree). The respective items and authors are shown in the table below.

Table 4 – Adaptive Capability Measures

Item	Author(s)
New opportunities to serve our customers are quickly understood	Eshima and Anderson (2016)
We quickly analyze and interpret changing market demands	
My business unit considers the consequences of changing market demands in terms of new products and services	

4.3.4. Export Performance

Following previous studies, such as the one from Charoensukmongkol (2014), export performance is going to be measured using four items: export sales growth, export profit margin, export market shares, and overall export performance (Brouthers and Nakos, 2005; Nes, Solberg and Silkoset, 2007). These items are measured using a 7-point Likert scale (1=very unsatisfied to 7=very satisfied). The respective items and authors are shown in the table below.

Table 5 – Export Performance Measures

Item	Author(s)
Export sales growth	Brouthers and
Export profit margin	Nakos (2005); Nes
Export market shares	et al. (2007)
Overall export performance	

4.3.5. Relationship Quality

We opted for an extended view of relationship quality, composed by trust, commitment, satisfaction, and information sharing. Trust is measured using scales developed by Griffith, Myers and Harvey (2006), Morgan and Hunt (1994), and De Wulf et al. (2001). The final scale has six items, and they are measured using a 7-point Likert scale (1=strongly disagree to 7=strongly agree). Commitment is measured using scales developed by Morgan and Hunt (1994) and De Wulf et al. (2001). The final scale has four items, and they are measured using a 7-point Likert scale (1=strongly disagree to 7=strongly agree). Satisfaction is measured using an adapted scale developed by De Wulf et al. (2001). The scale has two items, and they are measured using a 7-point Likert scale (1=strongly disagree to 7=strongly agree). Information sharing is measured using a scale developed by McEvily and Marcus (2005). The scale is composed by three items, and they are measured using a 7-point Likert scale (1=strongly disagree to 7=strongly agree). The respective constructs, items, and authors are shown in the table below.

Table 6 – Relationship Quality Measures

Construct	Item	Author(s)
Trust	Can be trusted completely	Griffith et al. (2006);
	Can be counted on to do what is right	Morgan and Hunt
	Is someone that I have great confidence in	(1994); De Wulf et al.
	Has high integrity	(2001)
	Is very trustworthy	
	Is honest in all of his/her dealings with me	
Commitment	Is something we are very committed to	Morgan and Hunt
	Is very important to my firm	(1994); De Wulf et al.
	Deserves our firm's maximum effort to maintain	(2001)
	I am willing to make sacrifices to preserve my relationship with [company name]	
Satisfaction	Overall, I'm very satisfied with the sales representative from [company name]	De Wulf et al. (2001)
	Overall, I like working with the sales representative from [company name]	
Information Sharing	Warns us of events that may create problems for us	McEvily and Marcus
	Shares its plans for the future with us	(2005)
	Shares proprietary and sensitive information with us	

4.3.6. Relationship Performance

Relationship performance is measured using an adapted scale developed by Skarmneas, Katsikeas and Schlegelmilch (2002), inspired by the scales developed from Bucklin and Sengupta (1993) and LaBahn and Harich (1997). The scale is composed by four items, and

they are measured using a 7-point Likert scale (1=strongly disagree to 7=strongly agree). The respective items and authors are shown in the table below.

Table 7 – Relationship Performance Measures

Item	Author(s)
Has been very productive	Skarmeas et al. (2002);
We have found the time and effort spent on this relationship very worthwhile	Bucklin and Sengupta (1993); LaBahn and Harich (1997)
We have a very rewarding relationship with this customer	
Has been very successful	

4.3.7. Control Variables

Several control variables were included based on prior research. At the organizational level, firm size (number of employees), firm age (years since constitution), and export experience (years exporting) were measured. These firm characteristics are commonly considered as controls in export-related studies (e.g. Chen et al., 2016; Sousa et al, 2008). Respondents were also asked about the years of experience with the identified customer. Customer-specific information included the customer's country and industry (CAE code, transformed into a dummy variable organized in high-tech/low-tech according to Eurostat, 2022).

Psychic distance was also included, considering the potential challenges the client's country differences (e.g., language, culture, legal system, economic environment, communication infrastructure) could pose to the firm (Sousa and Lages, 2011). It was measured using the scale proposed by Klein and Roth (1990) and adapted by Skarmeas et al. (2008). The scale is composed of seven items, and they are measured using a 7-point Likert scale (1=not a problem to 7= big problem). The respective items and authors are shown in the table below.

Table 8 – Psychic Distance Measures

Item	Author(s)
Language	Klein and Roth (1190);
Culture (traditions, values)	Skarmeas et al. (2008)
Accepted business practices	
Management style	
Economic environment	
Legal system	
Communication infrastructure	

An additional set of control variables addressed external conditions, which was environmental turbulence. The variable was captured through perceptions of technological and market unpredictability using scales developed by De Luca and Atuahene-Gima (2007), and they are measured using a 7-point Likert scale (1=strongly disagree to 7=strongly agree). The respective constructs, items and authors are shown in the table below.

Table 9 – Environmental Turbulence Measures

Construct	Item	Author(s)
Technological	It was very difficult to forecast technology developments in our industry	De Luca and Atuahene-Gima (2007)
	Technology environment was highly uncertain	
	Technological developments were highly unpredictable	
	Technologically, our industry was a very complex environment	

Construct	Item	Author(s)
Market	Export customer needs and product preferences changed quite rapidly	
	Export customer product demands and preferences were highly uncertain	
	It was difficult to predict changes in export customer needs and preferences	
	Export market competitive conditions were highly unpredictable	

To account for potential bias, respondents rated their own knowledgeability regarding the topics covered in the questionnaire.

4.4. Data Collection and Sample

As previously mentioned, data collection was conducted through an online questionnaire sent to export managers or directors of Portuguese exporting companies. A multi-phase approach was used to accurately identify eligible participants and gather high-quality responses. First, a list of exporting firms was created using public databases such as AICEP. Key informants within these companies, specifically export managers and export directors, were then identified and contacted through three channels: LinkedIn, company or professional emails, and phone calls when available. LinkedIn was the primary platform for identifying professionals based on their job titles and the company's location. When LinkedIn contact was not possible, corporate emails were used either to reach export managers or directors, or to request internally that the email be forwarded to the appropriate person. In each case, the invitation briefly explained the academic purpose of the study, confirmed that participation was voluntary, and included the link to the online survey.

The questionnaire was designed to be answered by two respondents per firm. The first part, which was focused on organizational capabilities and export performance, could be answered by general managers familiarized with those areas. The second part, which dealt

with relationship quality and interactions with international clients, was explicitly directed to the export director or the export manager who deals with such clients.

Participants were required to meet specific inclusion criteria: they had to be Portuguese professionals working for Portuguese companies and responsible for managing relationships with international clients. Individuals who do not deal with international clients were excluded.

Approximately 600 key informants were contacted through the channels mentioned earlier, and a total of 103 responses were obtained. This corresponds to a response rate of 17.2%.

Most firms had between 51 and 100 employees, on average, had been operating for 48 years, and had an experience in exporting of 34 years. Firms' exporting scope ranged between 1 and 120 countries, with an average of 29 countries to which the firm exports to. Export intensity had an average of 49%, and most firms operated in low-tech industries. Regarding the relationship with the customer, the respondent used a specific country as a reference to respond to customer-relationship-related questions, with an average relationship duration of 12 years.

Both respondents showed knowledgeability on the topics being addressed, with the respondent from part 1 showing a knowledgeability of 5.64 and the respondent from part 2 of 5.49.

4.5. Descriptive Analysis of Variable Measurement Indicators

For a first analysis of the results, the data were first entered into IBM SPSS Statistics software. This initial analysis aimed to identify any missing values among the items and to examine their means and standard deviations. A second, and main, analysis was conducted using SmartPLS software (which will be explained further in the next section). Following Hair et al. (2019a) recommendations regarding the threshold values of factor loadings, the items "Which is the level of experience acquired in your major foreign market?" (knowledge acquisition 5), "Shares proprietary and sensitive information with us" (information sharing 3), "Technologically, our industry was a very complex environment" (technological turbulence 4), "Export customer product demands and preferences were highly uncertain" (market turbulence 2), "It was difficult to predict changes in export customer needs and

preferences” (market turbulence 3), “Export market competitive conditions were highly unpredictable” (market turbulence 4), and “Language” (psychic distance 1), were removed from the model and will not be presented further. Table 10 shows the descriptive analysis of the variable measurement indicators, including the mean, standard deviation, and mean of means of the remaining items.

Table 10 – Descriptive Analysis of Variable Measurement Indicators

Construct/Item	Mean	Standard Deviation	Mean of Means
Cultural Intelligence			5.43
Behavioral CQ			5.49
I change my verbal behavior (e.g., accent, tone) when a cross-cultural interaction requires it.	5.29	1.77	
I use pause and silence differently to suit different cross-cultural situations.	5.46	1.60	
I vary the rate of my speaking when a cross-cultural situation requires it.	5.89	1.44	
I change my nonverbal behavior when a cross-cultural situation requires it.	5.70	1.61	
I alter my facial expressions when a cross-cultural interaction requires it.	5.13	1.63	
Cognitive CQ			4.90
I know the legal and economic systems of other cultures.	4.98	1.39	
I know the rules (e.g., vocabulary, grammar) of other languages.	5.31	1.14	
I know the cultural values and religious beliefs of other cultures.	5.38	1.31	

Construct/Item	Mean	Standard Deviation	Mean of Means
I know the marriage systems of other cultures.	4.43	1.50	
I know the arts and crafts of other cultures.	4.69	1.32	
I know the rules for expressing nonverbal behaviors in other cultures.	4.60	1.50	
Metacognitive CQ			5.54
I am conscious of the cultural knowledge I use when interacting with people with different cultural backgrounds.	5.56	1.19	
I adjust my cultural knowledge as I interact with people from a culture that is unfamiliar to me.	5.62	1.25	
I am conscious of the cultural knowledge I apply to cross-cultural interactions.	5.60	1.17	
I check the accuracy of my cultural knowledge as I interact with people from different cultures.	5.39	1.25	
Motivational CQ			5.93
I enjoy interacting with people from different cultures.	6.32	1.06	
I am confident that I can socialize with locals in a culture that is unfamiliar to me.	6.15	1.02	
I am sure I can deal with the stresses of adjusting to a culture that is new to me.	5.98	1.16	
I enjoy living in cultures that are unfamiliar to me.	5.42	1.43	
I am confident that I can get accustomed to the shopping conditions in a different culture.	5.79	1.16	
Knowledge Acquisition			5.56
In your opinion, which is the level of knowledge that your company has regarding its foreign customers?	5.82	1.06	

Construct/Item	Mean	Standard Deviation	Mean of Means
In your opinion, which is the level of knowledge that your company has regarding its foreign environment?	5.62	1.19	
In your opinion, which is the level of knowledge that your company has regarding its foreign competitors?	5.34	1.29	
In your opinion, which is the level of knowledge regarding the institutional structure, norms, culture and language of that market?	5.46	1.14	
Adaptive Capability			5.64
New opportunities to serve our customers are quickly understood.	5.55	0.98	
We quickly analyze and interpret changing market demands.	5.52	0.96	
My business unit considers the consequences of changing market demands in terms of new products and services.	5.84	1.03	
Export Performance			5.30
Export sales growth	5.41	1.18	
Export profit margin	5.31	1.11	
Export market shares	4.98	1.30	
Overall export performance	5.48	1.17	
Relationship Quality			5.92
Trust			5.82
Can be trusted completely	5.79	0.99	
Can be counted on to do what is right	5.68	1.08	
Is someone that I have great confidence in	5.83	1.08	

Construct/Item	Mean	Standard Deviation	Mean of Means
Has high integrity	5.93	1.09	
Is very trustworthy	5.89	1.07	
Is honest in all of his/her dealings with me	5.82	1.06	
Commitment			6.16
Is something we are very committed to	6.31	0.89	
Is very important to my firm	6.17	0.99	
Deserves our firm's maximum effort to maintain	6.29	0.94	
I am willing to make sacrifices to preserve my relationship with [company name].	5.88	1.16	
Satisfaction			6.02
Overall, I'm very satisfied with the sales representative from [company name].	5.96	1.13	
Overall, I like working with the sales representative from [company name].	6.08	1.12	
Information Sharing			5.63
Warns us of events that may create problems for us	5.68	1.42	
Shares its plans for the future with us	5.58	1.41	
Relationship Performance			6.14
Has been very productive	6.10	1.07	
We have found the time and effort spent on this relationship very worthwhile	6.24	0.91	
We have a very rewarding relationship with this customer	6.08	0.97	
Has been very successful	6.12	1.08	
Control Items/Variables			

Construct/Item	Mean	Standard Deviation	Mean of Means
Costumer Experience	12.24	13.19	
Export Experience	34.12	45.91	
Export Percentage	0.49	0.28	
Firm Age	48.26	46.90	
Firm Scope	28.74	27.66	
Firm Size	4.30	1.76	
Market Turbulence	5.03	1.51	
Psychic Distance			2.71
Culture (traditions, values)	2.05	1.13	
Accepted business practices	2.41	1.42	
Management style	2.71	1.44	
Economic environment	3.11	1.70	
Legal system	3.21	1.76	
Communication infrastructure	2.75	1.70	
Technological Turbulence			3.87
It was very difficult to forecast technology developments in our industry	3.83	1.65	
Technology environment was highly uncertain	3.98	1.63	
Technological developments were highly unpredictable	3.79	1.53	

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5. Analysis and Results

The data analysis was conducted using partial least squares structural equation modeling (PLS-SEM) of the SmartPLS software. This software is widely used by social science disciplines (e.g., organizational management, international management, human resource management, and strategic management; Memon et al., 2021), and it "enables researchers to estimate complex models with many constructs, indicator variables, and structural paths without imposing distributional assumptions on the data" (Hair et al., 2019b, p.3). To evaluate the PLS-SEM results, the first step is examining the measurement models (Hair et al., 2019b).

5.1. Measurement Model

In PLS-SEM, the measurement model represents how the latent variables are measured by their indicators. To assess the measurement model, several criteria are used, such as indicator reliability (through loadings analysis), internal consistency reliability (via Cronbach's alpha and composite reliability), convergent reliability (using average variance extracted), and discriminant validity (through the Fornell-Larcker criterion and HTMT). Table 11 presents the first three criteria. In terms of Cronbach's alpha, it is measured based on the individual loadings of the construct indicators and needs to have a minimum of 0.70 and a maximum of 0.95 (Hair et al., 2019b). In terms of the composite reliability, according to Hair et al. (2019b), values between 0.60 and 0.70 are considered "acceptable in exploratory research", values that range from 0.70 to 0.90 are considered "satisfactory to good", and values of 0.95 or higher are considered problematic. After these procedures, the next step is to assess the convergent validity of each construct. Convergent validity is defined by Hair et al. (2019b, p.9) as "the extent to which the construct converges to explain the variance of its items." To assess this validity, the metric used is the average variance extracted (AVE). The AVE is considered acceptable if the value is 0.50 or higher, as when an AVE is 0.50 or higher, it means the construct accounts for 50% or more of the variance in the items that comprise it (Hair et al., 2019b)

Table 11 – Reliability Table

	Cronbach's alpha (α)	Composite reliability (rho_a)	Composite reliability (rho_c)	Average Variance Extracted (AVE)
Cultural Intelligence				
Behavioral CQ	0.86	0.87	0.90	0.65
Cognitive CQ	0.85	0.85	0.89	0.57
Metacognitive CQ	0.88	0.89	0.92	0.74
Motivational CQ	0.89	0.90	0.92	0.70
Knowledge Acquisition	0.92	0.94	0.95	0.81
Adaptive Capability	0.80	0.84	0.88	0.71
Export Performance	0.86	0.89	0.90	0.70
Relationship Quality				
Trust	0.96	0.97	0.97	0.85
Commitment	0.89	0.90	0.92	0.74
Satisfaction	0.94	0.94	0.97	0.94
Information Sharing	0.79	0.80	0.91	0.83
Relationship Performance	0.95	0.95	0.96	0.86
Control Items				
Psychic Distance	0.90	0.93	0.92	0.66
Technological Turbulence	0.91	0.99	0.94	0.84

Regarding Cronbach's alpha, all variables show acceptable values, with the lowest being information sharing (0.79) and the highest being relationship performance (0.95). In terms of construct reliability, all variables meet the minimum recommended value of 0.70, with the lowest being information sharing (0.80). Some variables show to be in the borderline, such as knowledge acquisition and relationship performance. For trust and technological turbulence, their values indicate potential item redundancy (e.g., survey items are too similar or items are a slight variation of the same underlying data; Hair et al., 2019a) and suggest revising item loadings and checking whether all items are really necessary. After revising item loadings (table 13 below), and considering that the involved scales were previously and substantially tested in the literature, we conclude that the indicators measure consistently the variables in question and fully capture the conceptual domains of the constructs, aligning with existing literature (Hair et al., 2022). In terms of AVE, every variable presents values higher than 0.50, with the lowest being cognitive CQ (0.57) and the highest being satisfaction (0.94).

Hair et al. (2019a, p. 788) define discriminant validity as "the extent to which a construct is truly distinct from other constructs.". High discriminant validity indicates that a construct is distinct and measures aspects of phenomena that other measures do not. To address this, Henseler et al. (2014) suggest the heterotrait–monotrait ratio of correlations (HTMT) criterion, which is defined as "the mean value of the item correlations across constructs relative to the (geometric) mean of the average correlations for the items measuring the same construct." (Hair et al., 2019b, p.9). This method helps detect a lack of discriminant validity, as high HTMT values suggest a problem with validity. Both Henseler et al. (2014) and Hair et al. (2019a) recommend that acceptable values fall between 0.85 and 0.90; if the HTMT exceeds 0.90, it indicates a potential lack of discriminant validity

Table 12 – Table of Discriminant Analysis (HTMT)

		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
1	Cultural Intelligence	0.65															
2	Knowledge Acquisition	0.21	0.90														
3	Adaptive Capability	0.46	0.51	0.84													
4	Export Performance	0.17	0.34	0.45	0.84												
5	Relationship Quality	0.38	0.45	0.45	0.21	0.81											
6	Relationship Performance	0.35	0.28	0.44	0.21	0.92	0.93										
7	Costumer Experience	0.08	0.20	0.06	0.09	0.09	0.03	-									

8	Export Experience	0.09	0.19	0.06	0.06	0.06	0.04	0.33	-								
9	Export Percentage	0.14	0.07	0.11	0.07	0.07	0.10	0.46	0.33	-							
10	Firm Age	0.09	0.22	0.05	0.10	0.10	0.06	0.32	0.93	0.29	-						
11	Firm Industry	0.13	0.04	0.05	0.03	0.03	0.11	0.05	0.07	0.03	0.03	-					
12	Firm Scope	0.09	0.09	0.10	0.07	0.07	0.11	0.19	0.06	0.05	0.07	0.04	-				
13	Firm Size	0.12	0.22	0.07	0.15	0.15	0.11	0.04	0.28	0.02	0.31	0.06	0.00	-			
14	Market Turbulence	0.21	0.21	0.19	0.08	0.08	0.09	0.16	0.04	0.00	0.05	0.10	0.09	0.02	-		
15	Psychic Distance	0.29	0.13	0.34	0.12	0.12	0.19	0.09	0.17	0.21	0.20	0.10	0.03	0.15	0.08	0.81	
16	Technological Turbulence	0.13	0.07	0.13	0.07	0.07	0.06	0.08	0.05	0.15	0.04	0.05	0.12	0.08	0.28	0.10	0.92

Note: the values in bold are the square roots of AVE.

The discriminant validity was assessed using the HTMT criterion. Most constructs are below the threshold of 0.85 and 0.90, except for the relationship between relationship performance and relationship quality, thus a theoretically explainable result that still complies with the Fornell-Larcker criteria (Hair et al., 2019a; Palmatier et al., 2007b).

To test the conceptual model, a confirmatory factor analysis (CFA) was conducted (Table 13). Hair et al. (2019a, p.660) define CFA as “a way of testing how well a prespecified measurement theory composed of measured variables and factors fits reality as captured by data.”. The CFA is conducted using factor loading and t-value. Factor loading represents the correlation between each original variable and the factor (Hair et al., 2019a).

In the model, two constructs are measured as second-order: CQ and relationship quality, with CQ containing four dimensions (behavioral CQ, cognitive CQ, metacognitive CQ, and motivational CQ), and relationship quality also consisting of four dimensions (trust, commitment, satisfaction, and information sharing).

Table 13 – Confirmatory Factor Analysis

Constructs and Items	Factor Loading	t-value
Cultural Intelligence		
Behavioral CQ	0.54	5.16
I change my verbal behavior (e.g., accent, tone) when a cross-cultural interaction requires it.	0.72	7.62
I use pause and silence differently to suit different cross-cultural situations.	0.82	12.90
I vary the rate of my speaking when a cross-cultural situation requires it.	0.89	16.73
I change my nonverbal behavior when a cross-cultural situation requires it.	0,86	14.95

Constructs and Items	Factor Loading	t-value
I alter my facial expressions when a cross-cultural interaction requires it.	0.73	9.25
Cognitive CQ	0.81	20.42
I know the legal and economic systems of other cultures.	0.77	15.25
I know the rules (e.g., vocabulary, grammar) of other languages.	0.67	8.84
I know the cultural values and religious beliefs of other cultures.	0.79	15.34
I know the marriage systems of other cultures.	0.71	10.17
I know the arts and crafts of other cultures.	0.78	16.64
I know the rules for expressing nonverbal behaviors in other cultures.	0.79	20.15
Metacognitive CQ	0.90	29.62
I am conscious of the cultural knowledge I use when interacting with people with different cultural backgrounds.	0.86	25.26
I adjust my cultural knowledge as I interact with people from a culture that is unfamiliar to me.	0.83	20.37
I am conscious of the cultural knowledge I apply to cross-cultural interactions.	0.93	55.33
I check the accuracy of my cultural knowledge as I interact with people from different cultures.	0.81	17.53
Motivational CQ	0.86	29.32
I enjoy interacting with people from different cultures.	0.84	19.27
I am confident that I can socialize with locals in a culture that is unfamiliar to me.	0.90	32.63
I am sure I can deal with the stresses of adjusting to a culture that is new to me	0.77	7.73
I enjoy living in cultures that are unfamiliar to me.	0.76	13.84

Constructs and Items	Factor Loading	t-value
I am confident that I can get accustomed to the shopping conditions in a different culture.	0.89	28.26
Knowledge Acquisition		
In your opinion, which is the level of knowledge that your company has regarding its foreign customers?	0.88	24.36
In your opinion, which is the level of knowledge that your company has regarding its foreign environment?	0.93	47.06
In your opinion, which is the level of knowledge that your company has regarding its foreign competitors?	0.86	20.02
In your opinion, which is the level of knowledge regarding the institutional structure, norms, culture and language of that market?	0.94	62.84
Adaptive Capability		
New opportunities to serve our customers are quickly understood.	0.73	7.36
We quickly analyze and interpret changing market demands.	0.92	53.06
My business unit considers the consequences of changing market demands in terms of new products and services.	0.86	35.02
Export Performance		
Export sales growth	0.85	16.49
Export profit margin	0.75	8.45
Export market shares	0.81	11.75
Overall export performance	0.93	38.48
Relationship Quality		
Trust	0.96	93.61
Can be trusted completely	0.90	31.96
Can be counted on to do what is right	0.90	42.54

Constructs and Items	Factor Loading	t-value
Is someone that I have great confidence in	0.93	61.91
Has high integrity	0.93	56.34
Is very trustworthy	0.95	67.75
Is honest in all of his/her dealings with me	0.90	31.92
Commitment	0.81	12.94
Is something we are very committed to	0.89	32.84
Is very important to my firm	0.91	31.09
Deserves our firm's maximum effort to maintain	0.88	18.66
I am willing to make sacrifices to preserve my relationship with [company name].	0.76	8.76
Satisfaction	0.89	42.05
Overall, I'm very satisfied with the sales representative from [company name].	0.97	71.76
Overall, I like working with the sales representative from [company name].	0.97	78.97
Information Sharing	0.78	13.54
Warns us of events that may create problems for us	0.90	32.52
Shares its plans for the future with us	0.92	45.65
Relationship Performance		
Has been very productive	0.93	48.05
We have found the time and effort spent on this relationship very worthwhile	0.91	17.88
We have a very rewarding relationship with this customer	0.96	84.40
Has been very successful	0.92	36.34
Control Constructs		

Constructs and Items	Factor Loading	t-value
Psychic Distance		
Culture (traditions, values)	0.85	4.92
Accepted business practices	0.80	4.70
Management style	0.87	5.69
Economic environment	0.77	4.71
Legal system	0.76	3.72
Communication infrastructure	0.85	5.17
Technological Turbulence		
It was very difficult to forecast technology developments in our industry	0.93	3.95
Technology environment was highly uncertain	0.89	3.64
Technological developments were highly unpredictable	0.92	3.60

A statistically significant factor loading should be “0.50 or higher, and ideally 0.70 or higher” (Hair et al., 2019a, p.676). In terms of this study, all scores present values above 0.70, except the loading of behavioral CQ on CQ construct (value of 0.54, yet significant, with a theoretical importance and used in validated scales, thus acceptable) and the item “I know the rules (e.g., vocabulary, grammar) of other languages” (value of 0.67, hence higher than the 0.50 threshold).

Figure 2 presents the measurement model with path coefficients.

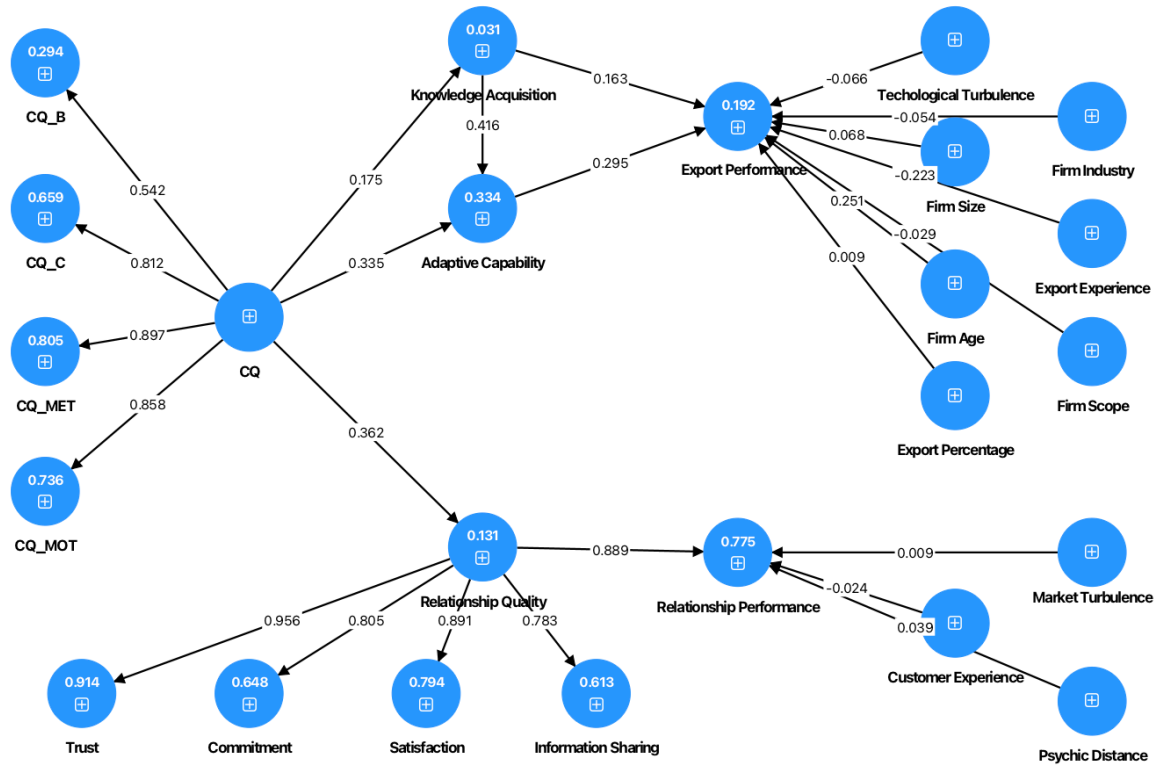


Figure 2 – General Model with Path Coefficients

Source: SmartPLS

5.2. Structural Model

Once the measurement models meet the required criteria, the next step to evaluate PLS-SEM results is to assess the structural model. According to Hair et al. (2019a, p.764), “The structural model examines the structure of interrelationships expressed in a series of equations, similar to a series of multiple regression equations. These equations estimate a series of separate, but interdependent, multiple regression equations simultaneously.”. While the measurement model shows how each construct relates to its individual indicators, the structural model shows how the constructs are connected in terms of cause and effect (Sarstedt, Ringle, and Hair, 2021). At this stage, we assess the importance and relevance of the structural model's relationships (i.e., the path coefficients), as well as the model’s ability to explain and predict outcomes (Sarstedt et al., 2021).

Several measures are used to evaluate the structural model's fit, including the standardized root mean square residual (SRMR), bootstrap-based tests like the squared Euclidean distance

(d_ULS) and geodesic distance (d_G), chi-squared, and the normed fit index (NFI). The SRMR, as mentioned by Hair et al. (2019b, p.7/8), quantifies “divergence between the observed and estimated covariance matrices”. To be considered a good fit, the value needs to be less than 0.10 or 0.08. The bootstrap-based test uses d_ULS and d_G to quantify the discrepancy between the empirical and the covariance matrix implied by the model (Ringle et al., 2024). The model fits well if the correlation matrix and the empirical correlation matrix are non-significant ($p > 0.05$). The normed fit index (NFI) or Bentler and Bonett Index is an incremental fit measure that uses chi-square to compare with a meaningful benchmark. NFI values range from 0 to 1, with values closer to 1 indicating a better fit (Ringle et al., 2024).

The model fit offers two models: the saturated model and the estimated model. The saturated model evaluates correlations between all constructs, while the estimated model uses a total effect scheme and considers the model structure (Ringle et al., 2024). All of the measures are presented in the table below.

Table 14 – Model Fit

	Saturated model	Estimated model
SRMR	0.10	0.11
d_ULS	45.78	60.32
d_G	n/a	n/a
Chi-square	∞	∞
NFI	n/a	n/a

The estimated model presents an acceptable fit, with a SRMR of 0.11, indicating that the theoretical framework reasonably captures the observed correlations between the constructs. The saturated model, which considers all correlations, presents a slightly lower SRMR (0.10). The d_ULS of the estimated model (60.32) suggests moderate discrepancy, but within acceptable limits in PLS-SEM.

The next step in assessing the structural model is to examine the sizes and significance of the path coefficients (Hair et al., 2019a). This involves calculating the coefficients and using bootstrapping to determine the t and p values for each path coefficient (Hair et al., 2019a). Figure 3 presents the p-values obtained from the PLS bootstrapping.

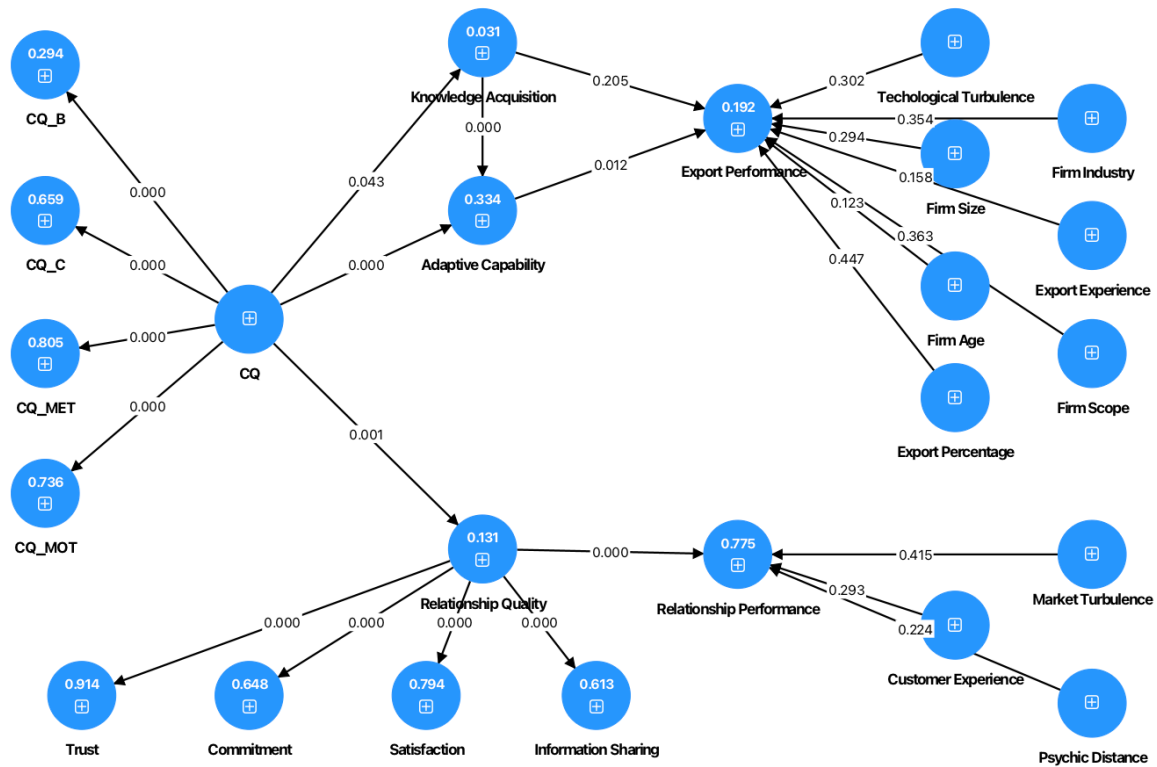


Figure 3 – Structural Model

Source: SmartPLS

The following table presents the relations included in the model, including the hypotheses and the relationships between control variables, their significance, and whether they are confirmed or not.

Table 15 – Significance of the Relationships

Relations	Coefficient (B)	t-value	p-value	Result
Hypothesis				
Cultural intelligence → International knowledge acquisition capability	0.18	1.71	0.04	Confirmed
Cultural intelligence → Adaptive capability	0.34	4.74	0.00	Confirmed
International knowledge acquisition capability → Adaptive capability	0.42	5.68	0.00	Confirmed
International knowledge acquisition capability → Export performance	0.16	0.83	0.21	Not Confirmed
Adaptive capability → Export performance	0.30	2.27	0.01	Confirmed
Cultural intelligence → Relationship quality	0.36	3.08	0.00	Confirmed
Relationship quality → Relationship performance	0.89	24.10	0.00	Confirmed
Control Variables				
Customer experience → Relationship performance	-0.02	0.54	0.29	
Export experience → Export performance	-0.22	1.00	0.16	
Export percentage → Export performance	0.01	0.13	0.45	
Firm age → Export performance	0.25	1.16	0.12	
Firm industry → Export performance	-0.05	0.37	0.35	
Firm scope → Export performance	-0.03	0.76	0.36	

Relations	Coefficient (β)	t-value	p-value	Result
Firm size → Export performance	0.07	0.54	0.29	
Market turbulence → Relationship performance	0.01	0.22	0.42	
Psychic distance → Relationship performance	0.04	0.76	0.22	
Technological turbulence → Export performance	-0.07	0.52	0.30	

Note: one-tailed test

For a relation to be significant, the p-value needs to be lower than 0.05. In terms of hypothesis relations, most of the relations were confirmed. Hypothesis 1 predicted a positive association between CQ and IKAC. The results from the PLS analysis showed a positive and statistically significant relationship between the variables ($\beta = 0.18$, t-value = 1.71, $p < 0.04$). Therefore, H1 was supported. Hypothesis 2 proposed a positive association between CQ and adaptive capability. The results confirmed this association, which was statistically supported ($\beta = 0.34$, t-value = 4.74, $p < 0.00$), thereby supporting H2. Hypothesis 3 predicted a positive association between IKAC and adaptive capability, which was statistically supported ($\beta = 0.42$, t-value = 5.68, $p < 0.00$), and therefore confirmed H3. Hypothesis 4 proposed a positive association between IKAC and export performance, but it was not statistically supported ($\beta = 0.16$, t-value = 0.83, n.s.), indicating that H4 was not supported. Hypothesis 5 proposed a positive association between adaptive capability and export performance. This association was statistically proven ($\beta=0.30$, t-value=2.27, $p<0.01$). Therefore, H5 was supported. Hypothesis 6 predicted a positive association between CQ and relationship quality. The results showed a statistically significant relationship between the constructs ($\beta = 0.36$, t-value = 3.08, $p < 0.00$), indicating that H6 was supported. Hypothesis 6 predicted a positive association between relationship quality and relationship performance, which was statistically supported by the results ($\beta = 0.86$, t-value = 24.10, $p < 0.00$), thereby confirming H6.

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6. Discussion

This study explores how CQ impacts performance outcomes through IKAC, adaptive capability, and relationship quality. Using the theoretical foundations of RBV, dynamic capabilities, and relationship marketing, the results supported most of the hypotheses.

Findings support the influence of CQ on IKAC, which is consistent with previous work by Ang et al. (2007). These authors suggested that individuals with high CQ tend to acquire, interpret, and assimilate knowledge from international partners more effectively. Additionally, Charoensukmongkol (2014) also shows that CQ enhances a firm's ability to acquire knowledge, to identify relevant knowledge, and to understand how to use it (Ott and Michailova, 2018). CQ helps reduce cultural distance by recognizing, interpreting, and responding appropriately to culturally diverse cues (e.g., Ang et al., 2007), through adapting communication styles (e.g., Ang et al., 2007; Ott and Michailova, 2018) and by learning about norms and practices across cultures (e.g., Ang et al., 2007).

CQ also contributes to adaptive capability, as individuals with high CQ are better prepared to handle environmental complexity and uncertainty while developing strategies that fit local contexts. CQ also helps reduce cross-cultural anxiety and, as a result, increases the willingness to adapt (Ang et al., 2007; Sharma, 2019). This result aligns with the work of Van Dyne et al. (2010), who describe CQ as a repertoire of adaptive capabilities. It also supports the dynamic capabilities theory since CQ enables sensing opportunities by better understanding cultural cues, seizing them through strategies that are specific to the context, and reconfiguring practices to fit local markets.

Findings also show that IKAC promotes adaptive capability, meaning that firms don't limit themselves to just acquiring knowledge; they use that knowledge to adapt products and meet customer demands (Charoensukmongkol, 2014). By acquiring knowledge, firms can better apply this information and adapt quickly to changing environments (Ibojo and Mobolade, 2023). This is consistent with the dynamic capabilities perspective, which states that capabilities transform resources into performance outcomes (e.g., Amit and Schoemaker, 1993; Eisenhardt and Martin, 2000).

Contrary to expectations and to previous literature, such as Charoensukmongkol (2014), the relationship between IKAC and export performance was not confirmed. This may be due to

contextual differences, such as industry characteristics, firm size, or market conditions, which could affect the ability to leverage acquired knowledge. Another possible reason is that acquiring knowledge does not automatically translate into performance outcomes unless it is adapted to the specific organizational or market context (e.g., Nguyen and Nguyen, 2014).

Differing from Charoensukmongkol (2014), who found no significant link between adaptive capability and export performance, this study shows that adaptive capability does play a significant role on export performance. Firms with strong adaptive capability are better equipped to compete in uncertain environments (e.g., Lu et al., 2010; Zhou and Li, 2010). By responding quickly to market signals (Mioceiv, 2021), such firms can seize foreign opportunities more effectively and, therefore, improve their export performance.

In regard to the relational elements of the model, the relationship between CQ and relationship quality was confirmed, which aligns with the study of Charoensukmongkol (2015). This author mentioned that CQ helps individuals build strong relationships with their foreign customers, foreign suppliers, and foreign competitors. Individuals with high CQ help reduce misunderstandings and, therefore, improve trust (Ang et al., 2007; Van Dyne et al., 2012; Sharma, 2019). By showing respect for and understanding a partner's cultural norms, they strengthen commitment (Van Dyne et al., 2010). Breaking cultural barriers and gaining a deeper understanding of their foreign partners' expectations can improve satisfaction (Charoensukmongkol, 2015; Nyaga and Whipple, 2011; Van Dyne et al., 2010). Additionally, being more willing to adapt communication styles and demonstrating openness to new cultural perspectives enhances information sharing (Charoensukmongkol, 2014; Nguyen et al., 2004).

Last but not least, as expected, the results confirmed that relationship quality leads to relationship performance. As with existing literature and the commitment-trust theory, having a high-quality relationship assists in such relationship succeeding and maintaining partners in it (Morgan and Hunt, 1994; Palmatier et al., 2007a). The higher the quality of the relationship, the easier it becomes to trust a partner since it reduces opportunism (Nguyen et al., 2004; Palmatier et al., 2007a), to commit to maintaining the relationship (Nyaga and Whipple, 2011), to enhance satisfaction by providing mutual support (Nyaga and Whipple, 2011), to provide reliable information (Biggemann, 2012), and therefore, lead to improved relationship performance (e.g., Kozlenkova et al., 2013).

7. Conclusion

This study focused on understanding how CQ influences performance outcomes through organizational capabilities (IKAC and adaptive capability) and relationship quality. Guided by the RBV, dynamic capabilities and relationship marketing perspective, the findings provide support for the proposed model.

Theoretically, the research corroborates previous studies on the relationship between CQ and capabilities (e.g., Ang et al., 2007; Van Dyne et al., 2010) and extends the literature by integrating CQ with dynamic capabilities and relational perspectives. Further, the study adds to previous work (e.g., Charoensukmongkol, 2014; Nguyen and Nguyen, 2014) by showing that merely acquiring knowledge is insufficient without strategic adaptation and suggesting that knowledge use may be context-dependent. Additionally, the confirmation that CQ improves relationship quality, which in turn enhances relationship performance, reinforces the role of CQ in cross-cultural relationship management, supporting the commitment-trust theory (Morgan and Hunt, 1994) and testing it in new grounds.

From a management perspective, managers should recognize that investing in CQ-development activities may be important for firms, as it not only improves knowledge acquisition but also strengthens adaptive capabilities, enabling firms to respond effectively to dynamic international markets. Additionally, results alert managers that firms should focus on translating acquired knowledge into actionable strategies, rather than only obtaining information. The development of training programs that aim to provide methods to apply knowledge to local market contexts may assist in this regard. Finally, building high-quality relationships with foreign partners remains critical nowadays, and CQ may help in the process. Managers can leverage CQ to reduce misunderstandings, enhance trust, promote transparent information sharing, and increase satisfaction, ultimately leading to stronger and more productive international partnerships.

Although the study brings interesting insights to both theory and practice, it has some limitations. First, the research context may limit generalizability, as it was conducted in a single country, and industry characteristics, firm size and market conditions may influence the applicability of the findings. Future research may explore the role of CQ in different cultural or industry contexts, including emerging markets or high-tech sectors, to test the

robustness of the findings. Second, the study relies on cross-sectional data, limiting causal inferences. Longitudinal research could better capture the temporal effects of CQ and IKAC on performance, and CQ, adaptive and relationship quality cumulative impact on the outcomes. Third, it relied on a self-reported survey from the sample, which may be subject to biases. Future research can employ a dyadic approach by collecting data from both exporters and their international customers. This would allow for observing different perspectives on the relationship by seeing if the managers' perceptions align with the customers' evaluations. Fourth, the non-significant link between IKAC and export performance may unveil the existence of indirect effects through unexamined mediators or moderators, such as, for instance, innovation capability or absorptive capacity. Future studies can investigate these variables' potential role on the relationship.

Overall, the research highlights the strategic importance of CQ in global business and represents a step towards its understanding. Further analysis along these lines is needed.

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Glossary

Term	Definition
Cultural Intelligence (CQ)	An individual's ability to function effectively in culturally diverse settings, comprising cognitive, metacognitive, motivational, and behavioral dimensions.
International Knowledge Acquisition Capability (IKAC)	Firm's ability to identify, obtain and assimilate relevant knowledge from foreign markets and international partners.
Adaptive Capability	Firm's ability to adjust its resources, processes and strategies in response to external changes.
Export Performance	Firm's performance in international markets, measured by financial outcomes (profitability) and non-financial outcomes (growth and market share).
Relationship Quality	The overall strength of a business relationship, reflected in trust, commitment, satisfaction, and information sharing.
Relationship Performance	The extent to which the relationship is perceived to be productive and rewarding.
Resource-based view (RBV)	Theory that explains a firm's competitive advantage based on its unique resources and capabilities.
Dynamic Capabilities	Capabilities that allow firms to adapt, integrate and reconfigure resources in response to changing environments.
Relationship Marketing	Marketing approach that focuses on building and maintaining long-term relationships with customers, partners and stakeholders.
Psychic Distance	Perceived differences between a firm's home country and a foreign market (e.g., language, culture, management

	practices) that can influence international business decisions and operations.
SmartPLS Software	Structural equation modeling software based on Partial Least Squares, used to test relationships between latent variables.
Cronbach's Alpha	Statistical measure of the internal consistency of scales.
Average Variance Extracted (AVE)	Indicator of convergent validity of a set of indicators (items) for a latent construct.

Appendices

Appendix A - Google Forms Survey

Cultural Intelligence and Performance: the mediating role of relationship with the customer

Este questionário faz parte de uma dissertação de mestrado com o objetivo de obtenção do grau mestre em Negócios Internacionais pelo Instituto Politécnico de Leiria. O estudo procura analisar a influência da inteligência cultural dos gestores de exportação no desempenho dos seus relacionamentos.

Todas as respostas são confidenciais e anónimas, sendo usadas exclusivamente para fins científicos. Observe que não há respostas certas ou erradas—todas as respostas são válidas desde que reflitam genuinamente os seus pensamentos e sentimentos. Responda de forma sincera a todas as perguntas.

Muito obrigada pela sua valiosa colaboração.

Consentimento Informado

Declaro que aceito participar no estudo "Cultural Intelligence and Performance: the mediating role of relationship with the customer", nos termos descritos.

Compreendo que:

- a) A minha participação é voluntária e que as minhas respostas são confidenciais e que os resultados do estudo serão tratados coletivamente e usados apenas para fins de investigação;
- b) Os dados pessoais são conservados nas instalações do Politécnico de Leiria pelo período considerado necessário para o estudo, respeitando, na sua conservação, as garantias de sigilo e confidencialidade exigidas pelo Regulamento Geral de Proteção de Dados - RGPD.
- c) Tenho oportunidade de esclarecer questões que surjam através do e-mail do investigador responsável do projeto;
- d) O meu nome e da minha organização não será divulgado pela equipa de investigação;
- e) Posso solicitar uma síntese dos resultados obtidos enviando o meu pedido por e-mail ao investigador responsável do projeto;
- f) Posso solicitar à pessoa responsável pelo tratamento dos seus dados pessoais, o acesso aos mesmos, a sua retificação ou eliminação até ao momento de submissão do formulário;
- g) Posso apresentar reclamação à Comissão Nacional de Proteção de Dados (CNPd);
- h) Conheço a inexistência de qualquer contrapartida financeira pela participação no estudo. Percebo que se tiver alguma dúvida ou questão posso contactar a equipa de investigação através do e-mail: joanatome2000@hotmail.com
- i) Caso pretenda desistir de participar no estudo posso fazer esse pedido através do e-mail: ana.lisboa@ipleiria.pt

joanatome2000@hotmail.com [Mudar de conta](#)

🔒 Não compartilhado

*** Indica uma pergunta obrigatória**

Para prosseguir com o questionário, por favor, confirme se aceita as condições de participação. *

Declaro que li e aceito as condições da minha participação.

Leia cada afirmação e selecione a resposta que melhor descreve as suas capacidades. Escolha a resposta que melhor o descreve tal como realmente é numa escala de sete pontos que varia de 1 (Discordo totalmente) a 7 (Concordo totalmente). *

	1 - Discordo totalmente	2 - Discordo	3 - Discordo ligeiramente	4 - Neutro	5 - Concordo ligeiramen
Eu mudo o meu comportamento verbal (ex.: sotaque, tom) quando uma interação intercultural o exige.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Eu uso pausa e silêncio de maneira diferente para adaptar-me a diferentes situações interculturais.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Eu altero a velocidade da minha fala quando uma situação intercultural o exige.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Eu altero o meu comportamento não-verbal quando uma situação intercultural o exige.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Eu mudo as minhas expressões faciais quando uma interação intercultural o exige.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Eu conheço os sistemas legais e económicos de outras culturas.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Eu conheço as regras (ex.: vocabulário, gramática) de outras línguas.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Eu conheço os valores culturais e crenças religiosas de outras culturas.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Eu conheço os sistemas de casamento de outras culturas.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Eu conheço as artes e ofícios de outras culturas.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Eu conheço as regras para expressar	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Eu conheço as regras para expressar comportamentos não-verbais em outras culturas.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tenho consciência do conhecimento cultural que utilizo ao interagir com pessoas de diferentes origens culturais.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Adapto o meu conhecimento cultural quando interajo com pessoas de uma cultura que me é desconhecida.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tenho consciência do conhecimento cultural que aplico nas interações interculturais.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Verifico a precisão do meu conhecimento cultural ao interagir com pessoas de diferentes culturas.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Gosto de interagir com pessoas de diferentes culturas.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Estou confiante de que consigo socializar em locais onde a cultura me é desconhecida.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tenho certeza de que posso lidar com o stress de me adaptar a uma cultura nova.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Gosto de viver em culturas que me são desconhecidas.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Estou confiante de que me posso adaptar às condições de compra em uma cultura diferente.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Indique o nível de conhecimento da sua empresa para os itens seguintes, numa escala de sete pontos que varia de 1 (Muito limitado) a 7 (Muito extenso).

	1 - Muito limitado	2 - Limitado	3 - Ligeiramente limitado	4 - Neutro	5 - Ligeiramente extenso	E
Nível de conhecimento que a sua empresa tem sobre os seus clientes estrangeiros	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Nível de conhecimento que a sua empresa tem sobre o ambiente estrangeiro	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Nível de conhecimento que a sua empresa tem sobre os seus concorrentes estrangeiros	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Nível de conhecimento sobre a estrutura institucional, normas, cultura e língua dos mercados estrangeiros	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Nível de experiência adquirido no seu principal mercado estrangeiro?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

Indique o nível de concordância para os itens seguintes, numa escala * de sete pontos que varia de 1 (Discordo totalmente) a 7 (Concordo totalmente).

	1 - Discordo totalmente	2 - Discordo	3 - Discordo ligeiramente	4 - Neutro	5 - Concordo ligeiramente	6 - Concordo	7 - Concordo totalmente
Novas oportunidades de servir os nossos clientes são rapidamente compreendidas.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Analizamos e interpretamos rapidamente as mudanças nas exigências do mercado.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A minha unidade de							

Indique o nível de concordância para os itens seguintes, numa escala *
de sete pontos que varia de 1 (Discordo totalmente) a 7 (Concordo totalmente).

	1 - Discordo totalmente	2 - Discordo	3 - Discordo ligeiramente	4 - Neutro	5 - Concordo ligeiramente
Novas oportunidades de servir os nossos clientes são rapidamente compreendidas.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Analizamos e interpretamos rapidamente as mudanças nas exigências do mercado.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A minha unidade de negócios considera as consequências das mudanças nas exigências do mercado em termos de novos produtos e serviços.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Indique o nível de satisfação com o desempenho de exportação da sua *
empresa em termos dos itens seguintes, numa escala de sete pontos
que varia de 1 (Muito insatisfeito) a 7 (Muito satisfeito).

	1 - Muito insatisfeito	2 - Insatisfeito	3 - Ligeiramente insatisfeito	4 - Neutro	5 - Ligeiramen satisfeito
Crescimento das vendas de exportação	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Margem de lucro de exportação	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quota de mercado de exportação	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Desempenho geral de exportação	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Qual a indústria da sua empresa? *

- Indústrias alimentares
- Indústria das bebidas
- Indústria do tabaco
- Fabricação de têxteis

Qual a indústria da sua empresa? *

- Indústrias alimentares
- Indústria das bebidas
- Indústria do tabaco
- Fabricação de têxteis
- Indústria do vestuário
- Indústria do couro e dos produtos do couro
- Indústrias da madeira e da cortiça e suas obras, excepto mobiliário; fabricação de obras de cestaria e de espartaria
- Fabricação de pasta, de papel, cartão e seus artigos
- Impressão e reprodução de suportes gravados
- Fabricação de coque, de produtos petrolíferos refinados e de aglomerados de combustíveis
- Fabricação de produtos químicos e de fibras sintéticas ou artificiais, exceto produtos farmacêuticos
- Fabricação de produtos farmacêuticos de base e de preparações farmacêuticas
- Fabricação de artigos de borracha e de matérias plásticas
- Fabricação de outros produtos minerais não metálicos
- Indústrias metalúrgicas de base
- Fabricação de produtos metálicos, exceto máquinas e equipamentos
- Fabricação de equipamento informático, equipamento para comunicações e produtos eletrónicos e óticos
- Fabricação de equipamento elétrico
- Fabricação de máquinas e de equipamentos, n.e.
- Fabricação de veículos automóveis, reboques, semi-reboques e componentes para veículos automóveis
- Fabricação de outro equipamento de transporte
- Fabricação de mobiliário e de colchões
- Outro: _____

Quantos empregados a tempo inteiro trabalharam na sua empresa neste ano? *

- < 10 empregados
- 10-20 empregados
- 21-50 empregados
- 51-100 empregados
- 100-250 empregados
- 250-500 empregados
- >500 empregados

Qual o ano de constituição/criação da sua empresa? *

Sua resposta _____

Há quantos anos é que a sua empresa está envolvida em atividades de exportação? *

Sua resposta _____

Para quantos países exporta a sua empresa? *

Sua resposta _____

Nos últimos 3 anos, qual a percentagem média das vendas totais (em valor) da empresa, que é respeitante à exportação? *

Sua resposta _____

Qual o seu cargo na empresa? (ex: Diretor Geral, Diretor Comercial, etc.) *

Sua resposta _____

Indique o nível de concordância numa escala de sete pontos que varia de 1 (Discordo totalmente) a 7 (Concordo totalmente). *

	1 - Discordo totalmente	2 - Discordo	3 - Discordo ligeiramente	4 - Neutro	5 - Concor ligeiram
É difícil prever os desenvolvimentos tecnológicos na nossa indústria.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
O ambiente tecnológico é altamente incerto.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Os desenvolvimentos tecnológicos são altamente imprevisíveis.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tecnologicamente, a nossa indústria é um ambiente complexo.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Indique, por favor, o seu grau de conhecimento sobre as questões apresentadas, numa escala de sete pontos que varia de 1 (Muito limitado) a 7 (Muito substancial). *

1 2 3 4 5 6 7

Muito limitado Muito substancial

O crescimento da digitalização na indústria exige, numa escala de sete * pontos que varia de 1 (Poucas alterações) a 7 (Muitas alterações).

1 2 3 4 5 6 7

Poucas alterações Muitas alterações

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Esta seção refere-se à relação com um cliente específico. Peça que seja respondida pela pessoa responsável por essa relação.

DEFINIÇÃO DO CLIENTE: o questionário deve ser respondido em relação a um cliente de exportação específico. Para isso, escolha o cliente que considere MAIS IMPORTANTE.

Escolha o critério que usou para escolher o cliente em relação ao qual * vai responder à seção

- Valor de vendas
- Potencial de crescimento
- Relacionamento mais longo
- Cliente que permitiu a entrada no mercado de exportação
- Cliente que mais tem crescido
- Outro: _____

Indique o país do cliente em questão (ex: França) *

Sua resposta _____

Indique o nível de concordância em relação ao cliente escolhido, numa * escala de sete pontos que varia de 1 (Discordo totalmente) a 7 (Concordo totalmente).

	1 - Discordo totalmente	2 - Discordo	3 - Discordo ligeiramente	4 - Neutro	5 - Concordo ligeiramen
Este cliente é alguém em quem se pode confiar inteiramente .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Este cliente é alguém que se pode estar certo de que fará o correto .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Este cliente é alguém em quem tenho grande confiança.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Este cliente tem muita integridade.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Este cliente é muito confiável.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Este cliente é honesto em todas as suas interações comigo.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A relação com este cliente é algo com que estamos muito empenhados.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

A relação com este cliente é algo com que estamos muito empenhados.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A relação com este cliente é muito importante para a minha empresa.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A relação com este cliente merece o máximo esforço da nossa empresa para manter.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Estou disposto a fazer sacrifícios para preservar a relação com este cliente.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
No geral, estou muito satisfeito com este cliente.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
No geral, gosto de trabalhar com este cliente.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Este cliente adverte a minha empresa de situações que poderão criar problemas .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Este cliente partilha os seus planos para o futuro connosco.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Este cliente partilha com a minha empresa informação confidencial e sensível.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Este cliente providencia-nos informação que nos pode ajudar	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A relação com este cliente tem sido muito produtiva.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A relação com este cliente tem sido muito eficaz	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
O tempo e esforços que temos tido com esta relação têm valido a pena .	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Temos uma relação muito recompensadora com este	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Temos uma relação muito recompensadora com este cliente.

A relação com este cliente tem sido bem-sucedida.

Indique o nível de concordância numa escala de sete pontos que varia de 1 (Discordo totalmente) a 7 (Concordo totalmente). *

1 - Discordo totalmente 2 - Discordo ligeiramente 3 - Discordo ligeiramente 4 - Neutro 5 - Concordo ligeiramente

As necessidades e preferências de produto dos clientes de exportação alteram-se substancialmente ao longo do tempo .

As exigências e preferências de produto dos clientes de exportação são altamente incertas.

É difícil prever as mudanças nas necessidades e preferências dos clientes de exportação.

As condições competitivas do mercado de exportação são altamente imprevisíveis.

Indique o potencial de procura dos seus produtos no mercado de exportação, numa escala de sete pontos que varia de 1 (Limitado) a 7 (Muito extenso) *

1 2 3 4 5 6 7

Limitado Muito extenso

Indique a similaridade cultural do mercado de exportação em relação ao mercado doméstico, numa escala de sete pontos que varia de 1 (Muito diferente) a 7 (Muito similar). *

1 2 3 4 5 6 7

Muito diferente Muito similar

Indique o nível de sofisticação da infraestrutura de marketing no mercado de exportação, numa escala de sete pontos que varia de 1 (Pouco desenvolvida) a 7 (Extremamente desenvolvida). *

1 2 3 4 5 6 7

Pouco desenvolvida Extremamente desenvolvida

Indique a intensidade competitiva no mercado de exportação, numa escala de sete pontos que varia de 1 (Pouco competitivo) a 7 (Extremamente competitivo). *

1 2 3 4 5 6 7

Pouco competitivo Extremamente competitivo

Indique o grau de exposição do produto no mercado de exportação, numa escala de sete pontos que varia de 1 (Limitado) a 7 (Muito extenso). *

1 2 3 4 5 6 7

Limitado Muito extenso

Indique o grau de familiaridade do produto para o cliente de exportação, numa escala de sete pontos que varia de 1 (Desconhecido) a 7 (Muito familiar). *

1 2 3 4 5 6 7

Desconhecido Muito familiar

Indique a extensão das barreiras legais e regulatórias no mercado de exportação, numa escala de sete pontos que varia de 1 (Nenhuma) a 7 (Muito extensas). *

1 2 3 4 5 6 7

Nenhuma Muito extensas

Em que medida é que cada uma destas características do país do cliente representa ou não um problema para a sua empresa, numa escala de sete pontos que varia de 1 (Nenhum problema) a 7 (Grande problema). *

	1 - Nenhum problema	2 - Pequeno problema	3 - Pouco problemático	4 - Moderadamente problemático	5 - Grande problema
Língua	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Cultura (tradições, valores)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

	1 - Nenhum problema	2 - Pequeno problema	3 - Pouco problemático	4 - Moderadamente problemático	5 - Muito problemático
Língua	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Cultura (tradições, valores)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Práticas comerciais aceites	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Estilo de gestão	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Ambiente económico	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Sistema legal	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
Infraestrutura de comunicação	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

Há quantos anos a sua empresa trabalha com o cliente acima identificado? *

Sua resposta _____

Qual foi a percentagem média das vendas totais (em valor) da empresa para este cliente? *

Sua resposta _____

Qual o seu cargo na empresa? (ex: Diretor Geral, Diretor Comercial, etc.) *

Sua resposta _____

Indique, por favor, o seu grau de conhecimento sobre as questões apresentadas, numa escala de sete pontos que varia de 1 (Muito limitado) a 7 (Muito substancial). *

1 2 3 4 5

Muito limitado Muito substancial

A tendência de digitalização na indústria traz, numa escala de sete pontos que varia de 1 (Muitos riscos) a 7 (Muitos benefícios). *

1 2 3 4 5 6 7

Muitos riscos Muitos benefícios

Cultural Intelligence and Performance: the mediating role of relationship with the customer

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