

Role of Sales Representative's Cultural Intelligence in Enhancing Customer Satisfaction among the Tenants and Property Buyers in Malaysia

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Abstract: *The purpose of this research is to examine the impact of real estate sales representative's cultural intelligence on customer satisfaction in Malaysia. A sample size of 535 respondents as customers who have experienced in interacting real estate sales representative was used to collect the relevant data through convenience sampling method and analyzed using SPSS 21 and AMOS 22 software. The results shows that metacognitive and cognitive cultural intelligence has no significant impact on customer satisfaction, meanwhile motivational and behavioral cultural intelligence has significant and positive impact on customer satisfaction. Therefore it was concluded that enhancing cultural intelligence of sales representative will increase the customer satisfaction among the property buyers and tenants. This study will be useful for real estate industry and human resource managers to emphasis on selecting employees as sales representatives with high cultural intelligence and connection with the property buyers. Industry players will be able to use this study to design and plan on which aspects of cultural intelligence should be incorporated in their training strategies and policies. Relevant authorities will be able to use this study to formulate relevant human resource development strategies and policies in the real estate and property development sector. Also education institution will be able to incorporate cultural intelligence related aspects in their curriculum and teaching to develop and enhance cultural intelligence among the candidates who wish to join real estate and property sector.*

Keywords - *Cultural Intelligence, Metacognitive, Cognitive, Motivational, Behavioral, Customer Satisfaction*

I. INTRODUCTION

The main purpose of this research is to examine the impact of sales representative's cultural intelligence on customer satisfaction in Malaysia. Cultural intelligence in business is becoming more universal which have high implication towards making choices in the marketplace as "values-driven consumers" which also impacting our personal moral enhancement (Aburdene, 2005). The shrinking of the world through globalization also has led to the continuous contact of people coming from diverse of cultural origins involving language, norms, and lifestyle (Shamne et al, 2019; Spotti, & Blommaert, 2017; Bailey et al, 2016). The foreign direct investment made in real Estate industry in Malaysia has increased significantly from 2015 to 2018 (Wong et al, 2020; Ramdan et al, 2020). The ownership of properties in Malaysia are more diversified than ever, and demanding to enhance CQ of sales representatives to ensure they can close the purchasing deals with customers from different cultural backgrounds (Delpechitre & Baker, 2017). With the stiff competition, it is important for each real estate companies to employ high caliber sales representatives to boost the sales performance (Anyanwu & Umeh, 2019). Growing pressure from shareholders at the end of year for sustainable dividend growth coupled with regulatory intervention makes it more challenging to increase the property sales (Coulson-Thomas, 2018). The changing demand and preference of the diversified customers from various parts of the world also added another challenge to increase sales or maintaining the sales figure to meet the expectation of shareholders (Vinokurova, (2019). The communication, understanding the preferences of property buyers and cultural variation makes it extremely challenging for these sales representatives to sell the property (Hoolachan et al, 2017; Chin, 2016). This shows the important to cultural intelligence of sales representatives who are working in the industry to improve their effectiveness in improving customer satisfaction (Charoensukmongkol, 2019). It is obvious when sales representative understands the buyer or customer who intends to purchase the property in terms of what they values, and how they prefer to communicate, it is easier for them to negotiate and convince the customer to buy the property (Chen & Chang, 2018). Therefore it was recommended by many

scholars that CQ should be improved In order to enhance the managing skill and efficiently handling method of people on a global scale and certainly has repercussions in terms of motivation, leadership, productivity, authority, satisfaction and other more fields. (Vlajčić et al, 2019; Schlägel, & Sarstedt, 2016). In addition, the customer's perception of what constitutes good service have an element towards culture bound (Frias-Jamilena et al, 2018). One of the pioneer in the field of multiple intelligence such as Howard Gardner (1983) opened the door to discussion as the pioneer of "multiple intelligences" with his book 'Frames of Mind'. Later, Thomas and Inkson (2004) made their propositions and presented the CQ model comprises of knowledge, mindfulness and behavioral skills. Fantini, (2000) supports that the three simple related competencies are advantageous for an individual in order to imbibe cultural intelligence in the behavior of individuals functioning across cultures. In addition to that, Livermore (2009) has defined CQ model into several element which are knowledge, behavioral, interpretive, perseverance, and centering love with desire and ability. However later in 2010, Livermore has simplified the whole diagram into four components which is cultural knowledge, cultural strategy, cultural drive and cultural action. Another model derived by Earley et al (2003), which is the basis of four key variables comprises of the meta-cognitive, cognitive, motivational as well as behavioral cultural intelligence are considered to be important to influence sales representative's effectiveness in terms of their performance (Earley & Ang, 2003; Jyoti & Kour, 2017).

Despite the importance of cultural intelligence (CQ) of employees to achieve sales targets, especially in real estate industry, very less emphasis is being made to close the gap. Particularly in Malaysian context, the importance of cultural intelligence is being less emphasized in the exiting literature. This causes this research to focus on examining the effect of CQ of sales representatives. This study have reviewed the past literature available in various journals on how CQ influence on sales performance or employee performance in order to develop the hypothetical propositions. Chen et al, (2011) carried out a study in Taiwan among the Philippines labours and showed that CQ was positively associated with performance. Another study done in 2013 in USA showed that there is a significant relationships between employee outcomes (performance) and CQ among the marketing staff (Sexton, 2013). Also, it was found that metacognitive CQ positively moderates the link between marketing mix adaptation and sales performance (export) (Magnusson et al, 2013). It was argued that motivational CQ moderates the sales performance association with cultural adaptation of marketing mix (Magnusson et al, 2013). Another study carried out in Iran focused as well on establishing the connection between CQ and sales performance using tourist attraction (Teimouri et al, 2015). In 2016, a similar study was carried out in China and found that motivational CQ had a significant and positive influence on work performance and job satisfaction (Diemer, 2016). These findings indicated that CQ dimensions could be used to assess the employee's readiness to meet customers from various cultural background (Diemer, 2016). In 2017, the concept of CQ was linked with job performance in India and found that cross-cultural adaptation mediates the CQ and sales performance (job performance) in Banking sector (Jyoti & Kour, 2017). In 2019, some researchers in Thailand focus on adaptive selling, where the research showed that there was a significant positive links between CQ and adaptive selling behaviour (Charoensukmongkol, 2019). Also it was found that adaptive selling behavior of sales representatives mediated the relationship between CQ and sales performance in international context (Charoensukmongkol, 2019). It was also found that positive relationship between CQ and adaptive selling behaviors was stronger in sales representatives who possessed a high level of trait mindfulness (Charoensukmongkol, 2019). The research further expanded and conducted a comparative analysis to confirm the influence of CQ on sales representative's performance where it was found that sales representative's with higher CQ tend to demonstrate higher propensity of adaptive selling behaviour and customer oriented selling in both Japan and Vietnam (Pandey & Charoensukmongkol, 2019). In case of Malaysia, only two research were found that emphasis on CQ in relation with sales performance. The first study was more focus on expatriates and their success in cultural adaption and job performance (Ramalu et al, 2011). It shows that expatriates with greater metacognitive and motivational CQ (Ramalu et al, 2011). It was found that greater contextual performance in expatriates was related to being greater CQ. But this study failed find any supporting evidence for the relationship between CQ and task performance (Ramalu et al, 2011). However, the second study showed that CQ have positive influence on employee task performance and context performance (Hartini et al, 2019). Yet it these studies do not directly examine the importance of CQ on sales representative performance in real estate in influencing property buyers, particularly in Malaysia.

As Malaysian real estate industry is experiencing significant growth over the last decade, the total number of Malaysian REITs listed on Bursa Malaysia has increased rapidly from 3 in 2004 to 18 in 2016 (Ling et al, 2020). According to records of listed Real Estate Investment Trusts as of December 31st, 2018, the total net asset value was at RM35million, while market capitalization was RM41million (Ling et al, 2020). Malaysia Valuation and Property Services Department (2018) reported that from 2016 to 2017 the volume of unsold or overhang residential units was kept on raising from 14,974 units in 2016 to 24,738 units in 2017. Therefore, in Malaysia CQ is an essential skill that needs to be learned by the sales representatives that will enable them to increase the sales. In addition, few researchers support that cultural intelligence has significant impact on customer satisfaction (Presbitero, 2016). Neelu and Arora (2012), have concluded that CQ has significant influence in addressing customer satisfaction. Therefore this research aims to examine the impact of cultural intelligence and its dimensions such as metacognitive, cognitive, motivation and behavioural CQ on customer satisfaction.

II. LITERATURE REVIEW

2.1. Definitions

In the past the concept of cultural intelligence (CQ) has been defined by many scholars, yet there is no one single or universal definition of CQ where all the scholars are in agreement. The table below shows various definitions of CQ put forward by researchers and scholars.

Table 1-Definitions of CQ

Author(s)	Definition	Focus
Earley and Ang (2003, p.9)	cultural intelligence (CQ) defined as “ <i>a person’s capability for successful adaptation to new cultural settings; that is, for unfamiliar settings attributable to cultural context</i> ”	adaptation
Earley and Mosakowski (2004, p.1)	CQ is defined as “ <i>natural ability to interpret someone’s unfamiliar and ambiguous gestures in just the way that person’s compatriots and colleagues would, even to mirror them</i> ”	interpretation
Ang et al (2007, p.336)	“ <i>an individual’s capability to function and manage effectively in culturally diverse settings</i> ”	Function and manage
Harrison and Brower (2011, p.42)	CQ is defined as “ <i>ability to adapt successfully across varied cultures</i> ”	adaptation
Dangmei (2016, p.284)	Cultural Intelligence is defined as a “ <i>person’s ability to adapt effectively to new cultural contexts bound to the values and beliefs of a given society or culture</i> ”	Adaptation

The definition of the CQ concept is diverse. However those who defined CQ from the perspective of cultural adaptation, such as Earley and Ang (2003), Harrison and Brower, (2007) and Dangmei, (2016) defined CQ as individual’s ability to adapt to the varied cultural setting successfully so that individuals can perform better. However, CQ is defined as a person’s capabilities to function effectively in circumstances considered by cultural diversity, which is consistent with Schmidt and Hunter’s, (2000) where CQ was defined as the ability to grasp and reason properly with thoughts (concepts) and solve problems. In addition, CQ is explained as a “multifaceted competency consisting of cultural knowledge, the practice of mindfulness, and the repertoire of behavioral skills” (Thomas & Inkson, 2004). Also for others, it is ability of the individuals to interpret the unfamiliar and ambiguous gestures and behave like their own cultural setting (Earley & Mosakowski, 2004).

Cultural Intelligence also been theorized as a multidimensional concept encompassing meta-cognitive, cognitive, motivational and behavioral dimensions (Earley & Ang, 2003), realizing the need to go beyond cognitive abilities (Ackerman, 1996). Early and Ang (2003) four-factor cultural intelligence conceptualization draws back upon the rich history of intelligence research. It builds on insights from intelligence research suggesting that intelligence is multifaceted. Initially in 1985, Sternberg and Detterman proposed that intelligence resides in different loci within an individual: the biology, the cognition (including metacognition), the motivation, and the behaviors. Later in 2003, Earley and Ang (2003) draws back and enhance the cultural intelligence model of Sternberg and Detterman's (1985) multiple-loci view of intelligence and comprises the model into four factors. The four-factor dimensions of CQ are qualitatively different surfaces of the overall capability to function and manage effectively in culturally diverse settings (Earley & Ang, 2003). This framework is widely used by many researchers as conceptual framework for their studies. However, one limitation this CQ model is abed on the direct contrast with the phenomenon of ethnocentrism (Neuliep, 2004; Park et al, 1993). Later in 2004, Thomas and Inkson (2004)'s three-part model of CQ consists of knowledge, mindfulness and behavioral skills. According to Thomas and Inkson (2004), this model is mostly relevant in practical business situations as decision making, communicating, and negotiating with people across cultures. However, some argued that this model is inappropriate and untenable to judge a culture and categorize it as civilized or primitive, low or high, or good or bad as all cultures are relative in their values (Hampden-Turner & Trompenaars, 2006). Later, Livermore (2009) theorized CQ model into several element which are knowledge, behavioral, interpretive, perseverance, and centering love with desire and ability. Livermore (2009) argued that individuals who emphasize their identity with reference to their cultural background or norms may act collectively through group identity, making group decisions, and working with others (Livermore, 2009). However, exiting literature indicated that this model rests on cultural drive where the growth of cultural drive is inconsiderate by appreciation for foreign art (Earley, 2007). Another criticism regarding this model rests on the rapidly increasing cultural diversity encountered within organizations and also through globalization where the aggregate approach to intercultural competence may be effective if a sojourner interacted with just one culture.

The second aspect of this research is customer satisfaction among the real estate buyers. As far as this research is concerned, the CQ influence customer satisfaction significantly through enhance CQ. The conceptualization and the items used to measure customer satisfaction differs from one study to another. The table below illustrate some of these variance in defining and measuring customer satisfaction selling service context.

Table 2-Customer Satisfaction

Author(s)	Definition	Focus
Grönroos (2008)	confirms that customer satisfaction is a function of perceived quality and disconfirmation	Before purchase
Boulding et al, 1993)	Customer satisfaction is seen as transaction-specific experience and cumulative experience	process
Westbrook and Reilly (1983)	An emotional response triggered by a cognitive evaluative process in which the perceptions of (or beliefs about) an object, action, or condition are compared to one's values (or needs, wants, desires) (p. 258).	process
Churchill and Surprenant (1982)	Conceptually, an outcome of purchase and use resulting from the buyer's comparison of the rewards and costs of the purchase relative to anticipated consequences. Operationally, similar to attitude in that it can be assessed as a summation of satisfactions with various attributes (p. 493)	Process and post purchase
Swan, Trawick and Carroll (1980)	A conscious evaluation or cognitive judgment that the product has performed relatively well or poorly or that the product was suitable or unsuitable for its use/purpose. Another dimension of satisfaction involves effect of feelings toward the product	Process-post purchase

	(p. 17).	
Morris and winter (1978)	explain housing satisfaction as "a state of the level of pleasure with current housing conditions"	Post-purchase and process

Sales representative involve in persuading customer and meeting customer expectations to increase the customer satisfaction leading to sales of property (Arli et al, 2018). Therefore customer satisfaction is very important while customer is engage and interacting with the sales representatives. This means customer satisfaction in real estate buying context, refers to the experience and cumulative experience (Boulding et al, 1993). Customer satisfaction in real estate sector is also important, especially during the property inspection and when client demands to see the condition of property and its features. That's why Swan et al, (1980) defined customer satisfaction a conscious evaluation whether the product is suitable, where satisfaction involves effect of feeling towards the product. Also customer satisfaction in real estate is referred as "a state if the level of pleasure with current housing conditions" (Forsythe, 2016). Based on the literature available to review the concept of customer satisfaction, most research focuses on testing models of customer satisfaction while customer satisfaction definitional have received little attention (Roy et al, 2017). From the review, it is evident that customer satisfaction has definitional inconsistency in terms of satisfaction as a process or an outcome (Yu et al, 2013). In this research, customer satisfaction is defined as a process due to the involvement of sales representatives and buyers in negotiations and discussion (Prado & Martinelli, 2018). Also, customer satisfaction definitions have either emphasized as an evaluation process (Fornell 1992; Hunt 1977; Oliver 1981) as property buyers and real estate sales representative go through an evaluation process of the property or such satisfaction is derived from a response to an evaluation process (Mahmoud, Hinson & Adika, 2018). However, customer satisfaction process definitions are problematic in that there is little consistency in the way to define customer satisfaction process (Iglesias et al, 2019). From an operational perspective, purchasing process of property are plagued by antecedent definitions on the notion of customer satisfaction as a response to an evaluation process (Giese & Cote, 2000). According to Giese & Cote (2000) the lack clear customer satisfaction definition, particularly in real estate sector creates three main issues for customer satisfaction research. The first issues rests on selecting an appropriate customer's satisfaction definition in the real estate context (Whitman et al, 2010). Second interpreting and comparing customer's satisfaction empirical results (Fernández-Sabiote & Román, 2016). Third, operationalizing the customer satisfaction definition in real estate context would be difficult (Söderlund, 2020).

The past, particularly in real estate industry, the importance of measuring customer satisfaction taken into consideration (Baharum et al., 2009, Palm, 2008 and Chin & Poh, 1999). It was also argued that to sustain the competitive advantage, sales representatives must listen and respond to their customers such as tenants and property buyer's needs and expectation (Chin & Poh, 1999). However it was revealed that the use of formal customers satisfaction in real estate industry that the customers satisfaction evaluation seldom starts with customer needs and wants (Palm, 2008), but real estate sales representatives and managers tend to focus on variables that can easily be measured using cost related items (Baharum et al, 2009). Therefore, customer satisfaction is consider to as a post-consumption assessment by the customer regarding the service provided during the negotiation or information seeking process with sales representative (Gilbert & Veloutsou, 2006).

In real estate context, customer satisfaction is important to be clearly defined in order to ensure real estate sales representative can increase the satisfaction of customers (tenants, buyers) through the process of renting or selling the property, because the commercial real estate market is demand-driven (Appel-Meulenbroek, 2008). It was believed that the cost of attracting a new customer is higher than retaining a customer such as tenants and buyers (Li, 2003; Matzler & Hinterhuber, 1998). In real estate industry, retaining customer (tenants or buyers) is very much stressed on the importance of customer (tenants, buyers) and treating tenants and buyers as valued customer (Palm, 2016). In real estate industry the customers become more demanding in terms of service delivered, customers such as tenants and buyers are more aware of the level of service they receive (Baharum et al, 2009). The technology used in buildings are becoming more complex with high level of technology requires real estate managers and sales representative become more knowledge in technology, norms, values and cultural background of the customer (Chin & Poh, 1999). To meet this increasing

demand and high level of service requirement, to meet customer satisfaction, managers must possess the relevant intelligence such as cultural, technological and other related factors which are concerned by customers (Chao et al, 2017; Moghavvemi et al, 2018). It was argued that once sales representatives increase their CQ along with other factors that matters to improve customer satisfaction to build long term relationship with customers should be the real estate sales representative's top priority (Lindholm, 2008).

2.2. Hypothesis Development

2.2.1. Cultural Intelligence and Customer Satisfaction

The cultural intelligence (CQ) four dimension such as metacognitive, cognitive, motivation and behavioural cultural intelligence is examined in relation it customer satisfaction. As metacognitive CQ is the first facet of CQ dimension, it is vital to examine whether it has a positive effects on customer satisfaction. Since metacognitive CQ is about the capability of individual in acquiring the relevant knowledge to make right decision and the design plans to negotiate and understand the customer needs (Paparoidamis et al, 2019). It was argued that if the sales representatives has more metacognitive CQ in terms of customer needs and expectation, it will be easier for them to satisfy customers such as tenants and property buyers (Ang et al, 2007). The research by Neelu and Arora (2012), shows the metacognitive CQ has positive significant impact on customer satisfaction. Furthermore, it was argued that sales representatives metacognitive CQ can easily influence customer satisfaction (Lorenz et al, 2017). It was indicated that metacognitive CQ enables sales representatives to develop the understanding of the customer in the cultural context and facilitate the planning as well interpretation of situations of the service encounters in the diverse cultural setting on satisfy customers (Ang et al, 2003). Sales representative with high metacognitive can understand cultural knowledge including knowledge and control over their thought and processes relating to culture in an interaction that meets customer's expectation (Flavell, 1979). Those sales representatives with high meta-cognitive CQ are consciously aware of other cultural preferences before and after interactions that result in better sales situation and satisfy the customer (Ang et al., 2007).

H1: Metacognitive CQ has a positive significant impact on Customer Satisfaction

Cognitive CQ includes the sales representative's knowledge of the norms, practices and conventions in different cultures, which are acquired through education and professional experiences (Ang et al., 2007). Sales representatives with higher cognitive CQ will be knowledgeable about the cultural variations across cultural, be mindful of what is going on when interacting with customers from various cultural backgrounds, be sensitive to cues and have ability to interpret to customers to respond appropriately (Thomas & Inkson, 2004). This means that with higher cognitive CQ, sales representatives can strengthen the communication with customers and build solid customer relationships (Thomas & Inkson, 2004). The research by Neelu & Arora, (2012) shows the cognitive CQ has positive significant impact on customer satisfaction. Cognitive CQ also provides the basic familiarity of the cultural cues of the diverse customers to enable sales representative comprehend how cultures are similar or dissimilar in term of satisfying the customer (Ang et al, 2003). Those with high cognitive CQ understand similarities and differences across cultures and meeting customer expectation and eventually result in satisfaction (Brislin et al., 2006). Teimouri et al, (2015) also found that managers with high cognitive CQ tends to attract more customers. Therefore it is the following hypothesis is formulated

H2: Cognitive CQ has a positive significant impact on Customer Satisfaction

Motivational CQ is about individual's capability to direct the energy and attention on learning and functions effectively in diverse cultural settings (Ang et al., 2007). Those with high motivational CQ focus their energy and attention toward diverse cultural situations based on fundamental interest (Deci & Ryan, 1985) and those sales representative with high motivational CQ tends to demonstrate high confidence to be more effective in satisfying customers in cross-cultural context(Bandura, 2002). The research by Neelu & Arora (2012) shows the motivational CQ has positive significant impact on customer satisfaction when comes to cultural intelligence. Teimouri et al, (2015) also found that managers with high motivational CQ tends to attract more customers. Sales representatives with high motivational CQ are generally positive about meeting and interacting

with customers from other cultural background as they see they see the rewards of such encounters and are very confident in themselves to function successfully within the given situation. Therefore it is the following hypothesis is formulated

H3: *Motivational CQ has a positive significant impact on Customer Satisfaction*

Behavioral CQ consists of the individual's capability to demonstrate relevant verbal and nonverbal cues when meeting with people from diverse cultural background (Ang et al., 2007). Sales representatives with high behavioral CQ demonstrate situationally relevant behaviors based on range of verbal and non-verbal competences such as demonstrating culturally appropriate tones, word, facial expression and gestures (Gudykunst et al., 1988). Also, in past it was found that behavioral CQ has positive significant impact on customer satisfaction (Neelu & Arora, 2012). Those sales representative with high behavioral CQ exhibit situationally appropriate behaviors of both verbal and non-verbal capabilities such as tones, gestures and facial expressions (Gudykunst et al., 1988) that will have positive impact towards customer satisfaction. Teimouri et al, (2015) also found that managers with high motivational CQ tends to attract more customers. Therefore the following hypothesis is formulated

H4: Behavioral CQ has a positive significant impact on Customer Satisfaction

2.2. 2. Conceptual Framework

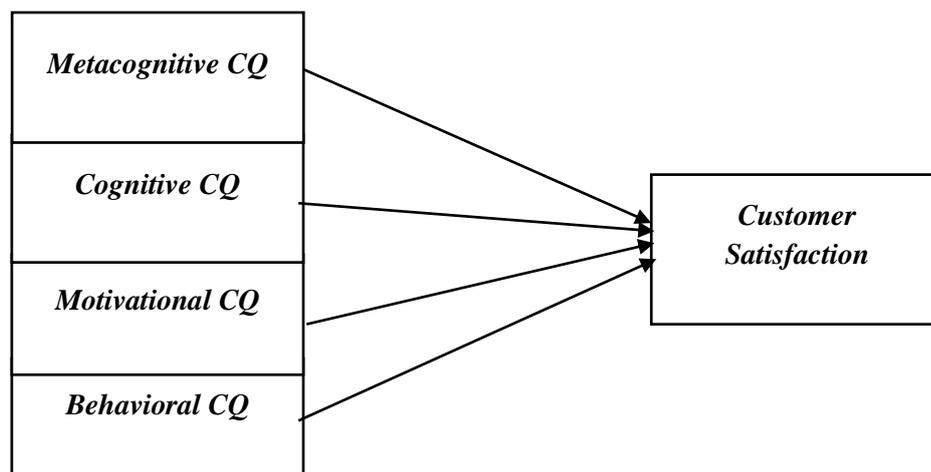


Figure 1: Conceptual Framework (Ang et al, 2003)

III. METHODOLOGY

3.1. Target Population

The targeted population for this research is mainly the customer that have experienced direct or indirect interaction with real estate sales representative recently from 2019 to 2020. According to National Property Information Centre - NAPIC (2018), the total population consists of tenants and buyers. The buyers in real estate industry of Malaysia is about 145,155, making it difficult to access to each of the buyer as they are scattered around the country. Thus, the sample size for this research determined to be 600 who have experience in direct or indirect encounters with real estate sales representative in Malaysia. However, the total number of respondents who completed the form successfully is only 565 customers. The sampling technique used to select the respondents is convenient sampling method due to the flexibility, and easy to apply to select the respondents (Etikan, Musa, Rukayya & Alkassim, 2015). The completed forms received from respondents were filtered and identified the incomplete survey forms or responses, where the effective sample size is the remaining 535 respondents.

3.2. Data Collection Methods

This research was field research where primary data was collected from the desired respondents who are mainly from different multi-ethnicity in Malaysia. For this research, the questionnaire with a Likert-scale of 1.5 have been used for the following reason: (1) it's less expensive and (2) easy to gather data (3) comfortable for respondents to complete in their own-time than interview (Dawes, 2008). Content validity of the questionnaire was carried out using a panel of experts with those who has vast experience and relevancies in the field of this study to verify and finalize questionnaire prior to the distribution of the questionnaire to collect data. The questionnaire was designed using Wendell Smith (1956) segmentation theory to classify the respondents according to their gender, age group, race, marital status and monthly income in order to get concentration study on their behavior. The questionnaire was details based on the 4 variables which are metacognitive CQ, cognitive CQ, motivational CQ and behavior CQ for respondents to express their opinions between 1 to 5 indicating the level of agreement. For example if the respondent circle /tick 1 means, strongly disagree, while 5 suggests strongly agree. The questionnaire was developed to measure the Cultural Intelligence of the sales representative based on customer view according to their purchase or confronted experience which included the 20 item Cultural Intelligence Scale (CQS) which was developed by Ang et al in 2003 as well as with 5 for customer satisfaction from ACSI model. A detailed description of the various scales used in the Cultural Intelligence and customer satisfaction questionnaire is explained as below:

Table 3-Questionnaire development-item construction

Variables	Factors	Source
Metacognitive CQ	<ul style="list-style-type: none"> • Conscious of Cultural Knowledge • Ability to adjust cultural knowledge • Cultural knowledge in cross cultural interaction • Accuracy of Cultural Knowledge 	Ang et al, (2003)
Cognitive CQ	<ul style="list-style-type: none"> • Legal and economic of CQ • Language CQ • Value and belief CQ • Marriage system CQ • Art and craft CQ • Non-verbal CQ 	Ang et al, (2003)
Motivational CQ	<ul style="list-style-type: none"> • Enjoys cross culture interaction • Ability to socialize • Ability to deal stress of cross culture interaction • Enjoys living in cross culture • Ability to accustomed culture conditions 	Ang et al, (2003)
Behavioral CQ	<ul style="list-style-type: none"> • Ability to change verbal behavior • Use of pause and silence in cross culture interaction • Ability to very rate the of speaking • Ability to change non-verbal behavior • Ability to alters the facial expression in cross culture interaction 	Ang et al, (2003)
Customer Satisfaction	<ul style="list-style-type: none"> • Satisfy with service • Recommend to other • Overall value gained • Revisit • Repeat purchase 	ACSI, (2008)

3.3. Respondents

The research comprises of a total survey of 600 survey forms which was printed and distributed. However the researcher manage to collect data of 565 which is 94.1 percent of the total survey forms. Finally,

only 94.6 percent of the collected survey forms is usable which 535 out of 565 collected data is, the data collected of 535 usable responses were then proceed for analysis. The socio-demographic information of the respondents indicated that 51.6 percent of the respondents are female and the rest of 48.4 percent are male. Secondly, looking into age group classification, the highest respondents fall on 21-30 age group with 44.9 percent almost half of the total respondents and then followed by 31-40 age group with 28.2 percent and then followed by 41-50 age group with 14.8 percent and finally followed by 51 and above with 12.1 percent which is also the least respondent's age group for this survey. Thirdly, the multi-ethnicity of the respondents suggested that most of the respondents are Chinese with a cumulative 45.5 percent followed by Malays with 26.5 percent followed by Indians with 24.7 percent followed by other multi-ethnicity groups in Malaysia is 3.4 percent. Since this research focus on collecting data from various customers from diverse cultural background serves the purpose examining the impact of CQ on customer's satisfaction. Finally, the last demographic classification used by this research is marital status which influences towards cultural element that divided into categories such as single, married and married with Children. The most of the respondents participated in this study are singles with 56.4 percent followed by married with 27.1 percent and followed by married with children with 26.5 percent.

IV. DATA ANALYSIS AND RESULT

4.1. Confirmatory Factor Analysis

According to Hair et al, (2010), Confirmatory factor analysis (CFA) is also known as the statistical technique that used to verify a set of theories determined by experiential variables and the place the variables are meaningful forces of the model factors to demonstrate whether the suggested theoretical framework suits to the chosen study or research. CFA analysis is performed using AMOS 22 for this research.

Hair et al, (2014) concludes that the Comparative Fit Index (CFI) value should be above 0.9 in order to be recognized as indicative of good fit model. Therefore, in this research the CFI value shows above than 0.9 which is 0.941 that makes the research model definitely good fit and in line Hair et al's rule as stated above. According to Byrne (1998), the Root Mean Square Error (RMSEA) indicates the model optimal level with selected variable that estimates the population. Diamantopoulos and Siguaw, (2000) added that RMSEA has become one of the most informative fit guide due to its sensitivity to the estimated parameters numbers in the model. According to MacCallum et al (1996), the range between 0.05 to 0.10 is considered as a fair fit, however if it is above 0.10 is indicated as a poor fit model and if the value is below 0.08 it shows a good fit model. Similarly, with Browne and Cudeck (1993) agreed with the good fit model indication if the value of RMSEA is lower than 0.08. For this research, the RMSEA value is 0.043 which is definitely a good fit model according to all above scholar's evaluations. The P value as an indicator of important level of the measurements the validity of the model which in this research it's indicate 0.00 value that makes the model is valid for the research. Another key factor is chi-square which indicates the statistical fitness, the normed chi-square ratio should be below 3.0 Kline (2011), and in this research normed chi square is 1.975. In addition to all above, Jeffrey and Brain (1988) concludes that if the Chi-square/DF value is 2 or less, then the model is generally interpreted as an adequate fit, similarly other scholars like Marsh and Hocevar, (1985) also agreed with the value for good model in consideration of value is less than 3. Looking into the research Chi-square/DF value which is 523.439/265 that gives value about 1.975 and the value also concludes that the model fit with Parsimonious fit indices which result in good fit model.

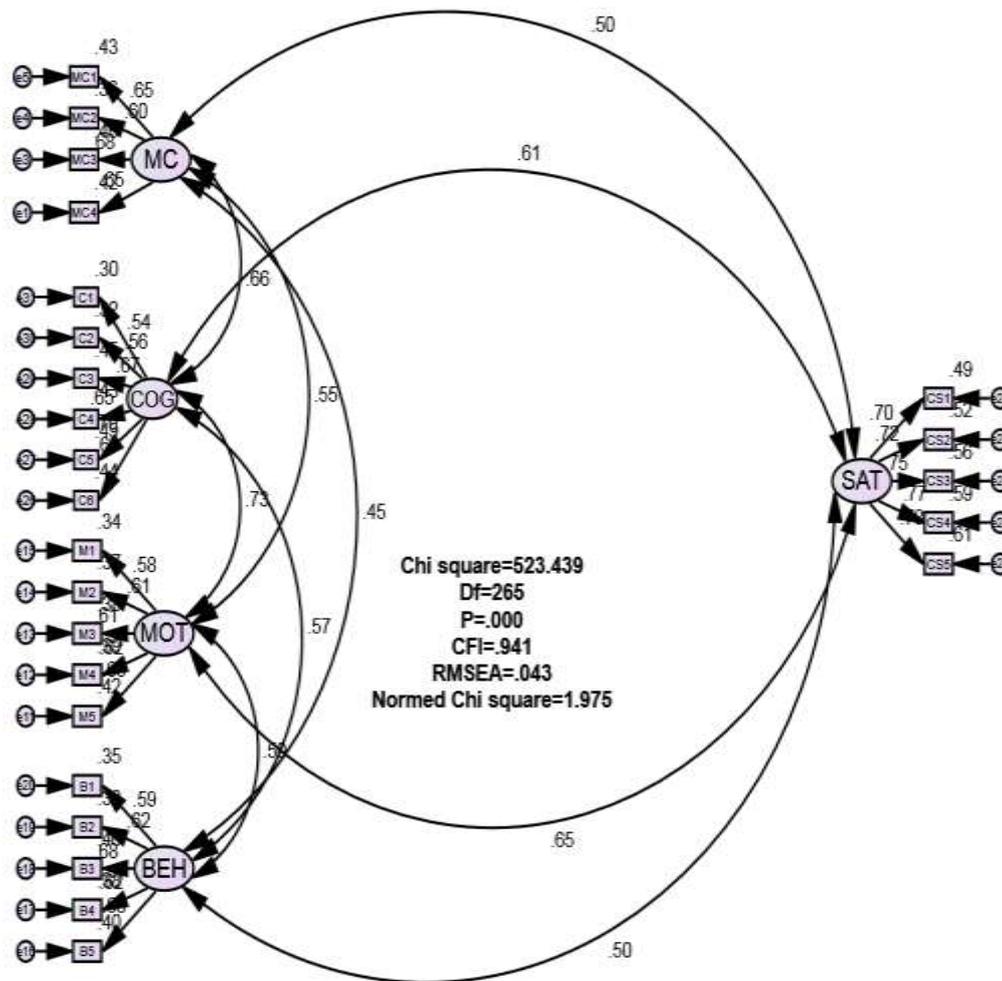


Figure 2: Confirmatory Factor Analysis

4.2. Validity Measurements

The divergent validity governs the constructs validity through analyzing the volume of originality which is presented in different elements that does not correlate much or shared small common variance in indicates the normality of the constructs (Whitley, 1996). According to Hair et al (2014) the rule of thumb for factor loadings must be higher than 0.5 or the best is higher than 0.7.

Referring to below Table 4, it can be observe that all the values loaded are above 0.5 which indicates a strong dependability of the sub- variable under each dependent and independent variables which is Metacognitive, Cognitive, Motivational, Behavioral and Customer Satisfaction (Mui et al, 2018).According to Smith (2001), a good validity of the model is assessed using the construct loading which is above 0.5 (Mui et al, 2018). Since all the values are above 0.5 suggested that the CFA model is convergent valid (Ahmad et al, 2016). The second method of examining the CFA model is convergent valid is the average variance extracted (AVE). Among the scholars the agreeable value if that AVE must be equal or more than 0.5 to consider the CFA model is convergent valid (Ahmad et al, 2016). In this case, the AVE values are above 0.5 suggesting that the CFA model is convergent valid (Ahmad et al, 2016). The third way of assessing the convergent validity of the CFA model is the construct reliability using Cronbach's Alpha (Ahmad et al, 2016). Cronbach's Alpha value of the item construct on each factor is above 0.7 suggesting that there is a high internal consistency among the variables indicating high reliability (Yoo et al, 2000). Taber (2018) also added that the acceptable value of Cronbach Alpha is a minimum value of 0.7 will indicates the variables in this research is highly reliable.

Table 4-Convergent Validity Measurement

	Metacognitive	Cognitive	Motivational	Behavioral	Customer Satisfaction
MC1	.655				
MC2	.601				
MC3	.679				
MC4	.645				
C1		.543			
C2		.565			
C3		.673			
C4		.652			
C5		.702			
C6		.664			
M1			.583		
M2			.611		
M3			.614		
M4			.621		
M5			.652		
B1				.593	
B2				.616	
B3				.678	
B4				.615	
B5				.630	
CS1					.702
CS2					.718
CS3					.748
CS4					.767
CS5					.784
Construct Reliability	.740	.798	.754	.764	.861
AVE	.645	.633	.616	.626	.744

4.3. Discriminant Validity

Table 5- Discriminant Validity

	Metacognitive	Cognitive	Motivational	Behavioral	Customer Satisfaction
MC	1	.663	.554	.447	.499
C	.439	1	.732	.566	.607
M	.306	.535	1	.501	.654
B	.199	.320	.251	1	.497
CS	.249	.368	.427	.247	1

Significant level at p=0.001. Values above the diagonals are correlations among the constructs. Diagonal elements are construct variance and values below the diagonals are squared correlations

According to Swank and Mullen (2017) the discriminant validity is a test that used to determine the constructs are different that should not be linked to each other or must not be highly connected to each other. Swank and Mullen, (2017) added the discriminant validity is only accomplished if the value is below than 1.0, if the value is greater than 1.0 then the discriminant validity is not been achieved. Also Hair et al (2010) added that the correlations values must not exceed 0.85, similarly the discriminant validity indicates the squared correlations shall be lesser than 1 in order the construct validity is to be acceptable. Bajpai and Bajpai, (2014) also added that the discriminant validity cannot be established if the factor analysis is misconstrued or misinterpreted. Referring to table 3, the data in satisfies the discriminant validity and the factors indicates good

correlation as the values are below 0.85 which means the value are different and not linked to each other for this study (MacCallum et al, 1996; Jeffrey & Brain, 1988). On the other hand, the Square Correlation values are below 1.0 and do not vary much therefore it can be concluded as a good indicator.

4.4. Structural Equation Modelling

According to Bollen,(1989), the Structural Equation Modeling (SEM) is also known as a combination of regression and correlation analysis to examine the relationship between unobserved variables that measured by various observed variables. According to Sirdeshmukh et al (2002) and Byrne (2000), it is suitable to be used for sample size above than 200 respondents. Also SEM requires the construct to be valid and reliable to proceed with the analysis to examine the path estimates.

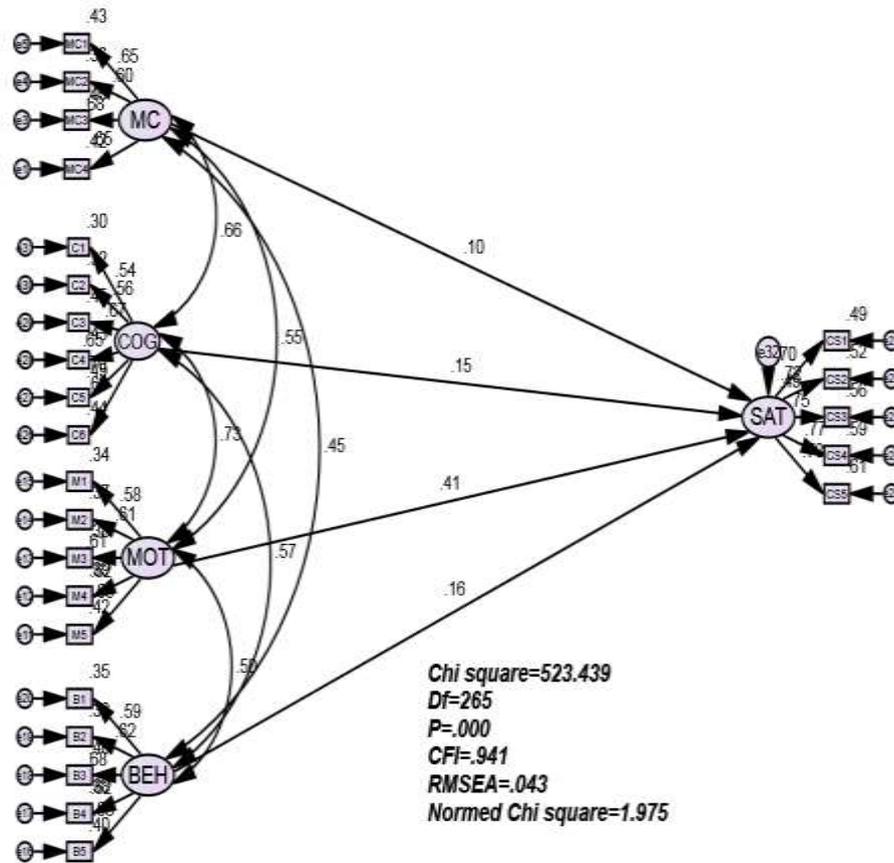


Figure 2: SEM-Path Analysis

To proceed with the SEM, it is important to examine the validity of the SEM. One of the popular method is comparison of fit indices of SEM and CFA models. The table below shows that the fit indices of both SEM and CFA model.

Table 6-Comparison of CFA Model with SEM Model

	Chi-Square	DF	Normed Chi-Square	CFI	RMSEA	P-value	Result
Rule of thumbs			<3	>.900	<.08	<.05	
CFA	523.439	265	1.975	.941	.043	.000	Accepted
SEM	523.439	265	1.975	.941	.043	.000	Accepted

Referring to above Table 6, the fit indices are closely matched with each other. Both models are perfectly fit in similarity by the values of each parameters with no differences at all, therefore the SEM model is considered to be valid and allows to proceed with SEM analysis. Further analysis was conducted to confirm the validity of SEM by comparing the path analysis with measurement derived from CFA. The Table 7 below show the comparison

Table 7-Comparision of Path Analysis

Measurement Model		Structural Model	
Relationship	Parameter Estimates	Impact	Parameter Estimates
MC correlates with SAT	.499	H1: MC-----> SAT	.102
C correlates with SAT	.607	H2: C -----> SAT	.151
MOT correlates with SAT	.654	H3: MOT -----> SAT	.405
BEH Correlates with SAT	.497	H4: BEH -----> SAT	.163

The correlation measure shows the level of the variables that are related and the range is between -1 to +1 is accepted range, while a positive correlation evaluates the level to determine which variables decreases or increase, while on the other hand the negative correlation indicates the level of which the variable increase result in another variable to decrease (Fisher, 1915). The standard regression weight of Metacognitive, Cognitive, Motivational and Behavioral towards customer satisfaction were significant with parameter estimates of 0.102, 0.151, and 0.405 and 0.163 respectively. The relationship between the constructs and all the variables are explained by these parameters estimate that the factors has significant positive influence on customer satisfaction that focuses on real estate industry sales representative in Malaysia.

4.5. Hypothesis

Table 8-Hypothesis Acceptance or Rejection

Hypothesis				Estimate	S.E.	C.R.	P	Accepted or Rejected
H1	Customer Satisfaction	←	Metacognitive CQ	.104	.069	1.507	.132	Rejected
H2	Customer Satisfaction	←	Cognitive CQ	.149	.090	1.650	.099	Rejected
H3	Customer Satisfaction	←	Motivational CQ	.408	.084	4.866	.000	Accepted
H4	Customer Satisfaction	←	Behavioral CQ	.180	.064	2.800	.005	Accepted

Referring to Table 8 above all variables Metacognitive, Cognitive, Motivational and Behavioral shows the positive impact on customer satisfaction. However, Metacognitive and Cognitive CQ do not have any significant influence on customer satisfaction as the p values are higher than the 0.05 (Lorenz et al, 2017). as a general rule if the p-values are more than 0.05, than it is considered as not significant in association with the dependent variable. On the other hand, Motivational Behavioral found to have lower p-value than 0.05 suggesting that motivational and behavioural CQ has a positive and significant impact on customer satisfaction in real estate industry. Therefore the two hypothesis (H3 and H4) are accepted.

V. DISCUSSION

It very clear that not many research in the past have attempted in establishing the link between CQ and customer satisfaction, particularly real estate industry in Malaysia. Despite the importance of CQ of sales

representatives in influencing and managing customers to enhance customer satisfaction, not much research have been carried out on this regard. Therefore this research is mainly focus on establishing the importance of CQ of sales representatives on tenants and property buyers. The result of this research indicated that CQ is an important element in enhancing the customer satisfaction in real estate industry in Malaysia. The four elements of CQ such as metacognitive, cognitive, motivational and behavioural CQ possess by sales representative enables them to adjust and adapt the diverse cultural setting to enhance their effectiveness through customer satisfaction and by making informed decision. The study, however, failed to establish whether metacognitive and cognitive CQ has any significant impact on customer satisfaction. This can be attributed to many aspects of this research. Metacognitive CQ mainly concerns about the cultural knowledge that sales representatives possess and how such knowledge and awareness is being used to enhance customer satisfaction (Lorenz et al, 2017). Therefore the H1 was rejected. This is because the result that standardize estimate of 0.104 with the p-value of 0.132 suggested to reject the H1 as metacognitive CQ has insignificant positive impact on customer satisfaction. Similarly, previous researcher has concluded that the differences of cultural norms and values of the customer can create misunderstandings, disagreement, and argument and further a conflict that can actually result in an unhappy or dissatisfied customer (Cushner & Brislin, 1996; Master & Prideaux, 2000; Reisinger & Turner, 2002a, b; Sizoo et al., 2005). The intercultural effectiveness outcomes such as cultural judgment and decision making, cultural adaptation and task performance in multicultural settings do have impact in a business organization (Ang et al, 2007). Also, Yordanova (2011) concluded that sales representatives with high metacognitive CQ enhance individual's ability to set goals in the business and also the results indicated direct relationship between Cultural Intelligence (CQ) and multicultural team success.

In terms of cognitive CQ, this research found that there is no significant impact of cognitive CQ on customer satisfaction. The result of this research is contradicted with the stated hypothesis as it is rejected with the standardize estimate of 0.149 and the p-value of 0.099 which shows that cognitive CQ has no significant effect on customer satisfaction. Cognitive CQ which derives into several key sub variables such as legal and economic, language, value and belief, marriage system, and art and crafts (Ang et al, 2007; Kong, 2020). Despite the finding of this research shows insignificant impact of cognitive CQ on customer satisfaction, it is strongly believed that tenants and buyers in real estate sector do feel happy and convince if the sales representative understand their cultural values, norms so that customers are willing to rent or buy the property (Delpechitre & Baker, 2017). Also customers are much more satisfied when representative are able to speak and understand their mother language (Nomnian et al, 2020). This makes the connection and bonding quicker and stronger between sales representative and the customer in real estate industry (De Mooij, 2019). Similarly, Ang et al, (2007) mentioned that the level of an individual's cognitive CQ can be determined by personality traits and also revealed be an impact of comfort on general living conditions, working environment along with interactions with local people (Caligiuri, 2000; Hechanova, Beehr & Christiansen, 2003; Ones & Viswesvaran, 1999). Therefore, it is important to find ways to enhance cognitive CQ to improve overall customer satisfaction, despite the finding of this study indicated that the cognitive CQ is less important in enhancing customer satisfaction.

In terms of the motivational CQ, it was found that motivational CQ has a positive and significant effect on customer satisfaction in real estate industry. The result of this research indicated that the standardize estimate of 0.408 and the p-value of 0.000 which makes the hypothesis accepted. Motivational CQ which derives into several key sub variables such as enjoys cross culture interaction, ability to socialize, ability to deal stress of cross culture interaction, enjoys living in cross culture and also ability to accustomed culture conditions. Firstly, focusing on enjoys the cross culture interaction, basically all Malaysian are a person who likes to interaction in cross culture situation due to the broad up and the values been implemented to all Malaysian even from the childhood, schooling, neighborhood, college, working environment and several other situation with the multiracial country. Motivational CQ enhances an individual's drive to perform a task better and acquire flexible behaviors to meet the expectations of the customer (Amiri, Moghimi & Kazemi, 2010). Similarly, looking into ability to socialize, the sales representatives have tremendous ability in socialize due to the native value of the country. These attributes certainly plays a major role in determines and added value in customer satisfaction. Chen, Liu & Partnoy (2011) stated that a positive relationship between motivational CQ and the agent's cultural sales which refers to the number of sales transactions with customers from a distinct cultural background.

In terms of behavioural CQ, it was found that increasing the behavioural CQ of sales representatives will enhance tenants and buyers customer satisfaction. This research accepted H4, as the result of this research shows an estimate of 0.180 with a p-value of 0.005. This means when sales representatives increase the behavioural intelligence among the staff will result enhanced customer satisfaction. Behavioral CQ derives into several key sub variables such as ability to change verbal behavior, use of pause and silence in cross culture interaction, ability to vary rate the of speaking, ability to change non-verbal behavior and ability to alters the facial expression in cross culture interaction. Firstly, the ability to change verbal and use of pause and silence in cross culture interaction and vary of speak rate, most the people have a high value and perception when comes to behavioral aspects (Lorenz et al, 2017). Similarly, behavioural CQ was reported to have significant impact on winning the customer heart better than the other way around when it comes to make a sale (Sozbilir & Yesil, 2016). Consequently, these cultural differences and behavioural CQ such as eye contact, personal space, etiquettes, communication skills, likes and dislikes, etc., may become a crucial element (Hall, 1960; La France & Mayo, 1978) to satisfy the customer (Delpechitre & Baker, 2017). Hence, the real estate representative with high behavioural CQ such as listening qualities that uses pause and silence and listen to the customer's opinion and feedback that result in ability to sell the property (Delpechitre & Baker, 2017) due to the enhancement in the overall customer satisfaction (Costers et al, 2019).

VI. CONCLUSION AND RECOMMENDATION

6.1. Conclusion

The main objective of this research is to examine the impact of cultural intelligence on customer satisfaction in real estate sales representative in Malaysia. From the empirical research, the two major determinants that impacts on customer satisfaction are motivational CQ and behavioral CQ. These two research objective were the spotlight in this research as it resulted with a positive significant impact on customer satisfaction. The other two variables metacognitive CQ and cognitive CQ are an important determinant but yet not significant in impacting customer satisfaction particularly in real estate sales representative in this research context. This research concluded that by increasing the level of motivational and behavioural CQ possess by the sales representatives will enhance the customer satisfaction among the tenants and property buyers. Overall the CQ plays an important role in determining the customer satisfaction in real estate industry, particularly in Malaysia. Overall, the property management, developer, sales representative in real estate industry should focus towards increase of cultural intelligence value especially motivational CQ and behavioral CQ for the business customer satisfaction that eventually results in better business growth.

6.2. Recommendation

In line with this, few recommendations were made based on this research findings that mainly focuses on cultural intelligence and customer satisfaction. Firstly, the property developers in real estate industry should understand the diverse cultural backgrounds of tenants and property buyers in order to succeed in this ever-changing business environment. Also the top management need to continuously monitor the performance by conduct market research needs and expectations of their customers from time to time. In addition, the property developer should give trainings to their sales representative in term of cultural intelligence and its practicing value that have correlation with customer satisfaction especially motivational CQ and behavioral CQ. The property developer also should announce and recruit the sales representative who possess cultural intelligence CQ and recognized that attributes as an additional value for a sales representative in property industry.

6.3. Implication of the Study

This study contributes to both CQ literature and customer satisfaction in several ways. First, this study enhances the knowledge on CQ as an effective intercultural competency construct by providing a convincing empirical evidence for the relationship between CQ and both the sales representatives and customer satisfaction. In particular, the present research provides empirical support for the validity of all four dimensions of CQ in understanding how sales representative demonstrate their CQ to increase their effectiveness in terms of increasing sales performance by enhancing customers satisfaction in real estate industry. It extended the theoretical contribution of Earley & Ang's (2003) CQ concept by establishing the causal effect of CQ on customer satisfaction. This study empirically proven that the CQ elements can determines the customer

satisfaction, at least in real estate industry. Second, previous studies related to CQ was not fully tested to establish or to predict customer satisfaction. In this research simultaneously cover four elements of CQ on customer satisfaction. In this regard, this research will be among the first to explore the relationships between CQ and its influence on customer satisfaction. This will help to establish the best indicator or dimension of CQ to measure sales representatives effectiveness in satisfying customer which is lacking as of to date for future research to embark on. In addition, the use of field data collected from tenants and property buyers from wide range of backgrounds originating from all the multi-ethnicity groups in Malaysia enhances the generalizability of results. Finally, this study also adds to the body of knowledge in the area of cross-cultural management studies in Malaysia.

This research also has practical implications related to real estate human resource management area. Findings of this research may provide real estate companies with valuable direction and tools in the area of sales representative selection, placement, and training and development. Specifically, since results of this research highlighted motivational and behavioral CQ as a most significant predictor of various effectiveness criteria (satisfying customer), sales representatives with higher CQ on these aspects should be a competency by which individuals scheduled for sales representatives performance or job tasks are screened. As for training and development, training programs could include module on motivational and behavioral component of CQ rather than focused primarily on knowledge or cognitive training (Earley & Peterson, 2004). Given the effect of motivational and behavioral component of real estate sales representatives' cultural intelligence on attracting tenants and buyers, it is suggested that sales representatives eliminate their internal conflicts with diverse cultures and overcome the contrasts among them, the environment, and multi-ethnicity or diverse cultures. Also, given the effect of the behavioral component of sales representative' cultural intelligence on attracting and satisfying customers, it is suggested sales representatives gain the ability to change verbal and non-verbal behavior, speaking manner, and changes in facial expressions during interaction with customers from diverse cultural background.

6.4. Limitation and Future Research Direction

This research have some limitations. Firstly, because this research mainly focusses on real estate industry of Malaysia by recruiting tenants and property buyers who are very specific to the industry, which cannot be used to generalize the findings across the country. Second, this research in the way data is collected it is considered to be cross-sectional in nature. This means that this research should be replicated in real estate industry as well as in other industries in order to gain kore insight into the causal relationship between cultural intelligence (CQ) and customer satisfaction to boost the sales performance of real estate sales representatives. Third, the researched population of customers comprises of tenants and property buyers was almost entirely Malaysians due to the accessibility and area covered in recruiting respondents in Kuala Lumpur, Malaysia. As a result this research was not able to investigate cultural intelligence (CQ) of sales representatives from a very diverse respondents groups who owns property and also tenants from various countries who resides in Malaysia. Therefore, this research recommends another research can be designed to target tenants and buyers from internally diverse cultural background rather the emphasizing alone on the multi-ethnicity of Malaysia. Fourth, only one type of cultural intelligence scales—motivational and behavioural CQ—were found to have positive and significant impact on customer satisfaction in this research. The busy nature of the sales profession in real estate industry in general, and specifically within the Malaysian real estate industry, makes it very challenging to administer the time-consuming to administer the data collection process from customers when they are engage in buying a property. Also, the lack of cooperation from the respondents added another challenge that needs to overcome in future. Also, future researches can collect data from sales representatives on their perception or agreement with the scale items (self-reporting) and compare what customer's agreement on the statement about the sales representatives CQ. This will enable the researcher to obtain a more genuine data on the CQ of sales representatives to establish the link with customer satisfaction due to the avoidance of self-reference criterion.

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An acknowledgement section may be presented after the conclusion, if desired.

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