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TESTING A NEGOTIATION MODEL IN THE USA AND COLOMBIA

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Fernando Alexander Parrado Herrera

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To: Dean William G. Hardin
College of Business

This dissertation, written by Fernando Alexander Parrado Herrera and entitled Testing a Negotiation Model in the USA and Colombia, having been approved with respect to style and intellectual content, is referred to you for judgment.

We have read this dissertation and recommend that it be approved.

_____
Mido Chang, Committee Member

_____
Amin Shoja, Committee Member

_____
Sebastian Schuetz, Committee Member

_____
Manjul Gupta, Major Professor

Date of Defense: April 18, 2025

The dissertation of Fernando Alexander Parrado Herrera is approved.

_____
Dean William G. Hardin
College of Business

_____
Andrés G. Gil
Senior Vice President for Research and Economic Development
and Dean of the University Graduate School

Florida International University, 2025

DEDICATION

I dedicate this dissertation to all the entrepreneurs and businesses striving to build connections between the USA and Latin America. I firmly believe that as trade and collaboration between these regions grow, so will peace throughout the Western Hemisphere. The dedication and resilience of these leaders have been a source of inspiration throughout my journey.

I also dedicate this work to my parents, who instilled in me a love of learning and wisdom, and to my wife, Esperanza Velandia. During my time at FIU, I have been fortunate to have her unwavering support. Without her belief in me, I would never have completed this journey. Her unconditional love, patience, encouragement, and willingness to listen to my ideas and provide a sounding board have been essential to my success.

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ABSTRACT OF THE DISSERTATION

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by

Fernando Alexander Parrado Herrera

Florida International University, 2025

Miami, Florida

Professor Manjul Gupta, Major Professor

Negotiation is a fundamental component of international business, yet cultural differences often complicate the process when parties come from diverse national backgrounds. This study explores how selected cultural dimensions from the GLOBE framework influence the use of the problem-solving approach (PSA) in negotiations in the United States and Colombia. Specifically, it examines the impact of institutional collectivism, future orientation, power distance, in-group collectivism, uncertainty avoidance, gender egalitarianism, performance orientation, and trust on the adoption of collaborative negotiation strategies. Using correlation analysis, Cronbach's alpha, and a general linear model (GLM), the study assesses the predictive value of these dimensions for PSA use.

Results show that in the Colombian context, gender egalitarianism and in-group collectivism are significant predictors of negotiation problem-solving approach (PSA). In contrast, none of the dimensions tested show a substantial impact in the U.S. context, although institutional collectivism emerges as a potential factor for future research.

These findings expand theoretical understanding of how culture shapes negotiation strategies and highlight the limitations of applying universal negotiation models across different cultural settings. Methodologically, the study addresses the validation of composite indices in intercultural research and by explaining the choice of GLM over multigroup comparisons due to linguistic differences. Practically, the results inform the design of culturally tailored negotiation training programs for professionals engaged in U.S.–Colombia business contexts, emphasizing relationship-building, gender awareness, and cultural sensitivity as key enablers of collaborative negotiation

Keywords: Intercultural negotiation, Colombian negotiation, gender and culture, Problem-Solving Approach.

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I. INTRODUCTION

In today's interconnected global economy, international negotiations play a critical role in diplomacy, trade, and strategic collaboration. While economic objectives and legal frameworks often dominate negotiation agendas, cultural differences can quietly—but powerfully—shape outcomes. As Salacuse (2003) stated, "culture has been called the hidden enemy of international negotiation" (p.48), underscoring the nuanced role that culture plays in shaping negotiation behaviors, expectations, and satisfaction levels. Several scholars further contend that culture is a primary cause of failed international negotiations (Gulbro, 1994; Metcalf et al., 2007).

Ferraro (2006) stated that "in a very general sense, the process of negotiating is absolutely fundamental to human communication and interaction" (p.125). Culture is very important and difficult to manage in international negotiations. He further emphasized that "negotiating within one's own culture is sufficiently difficult, but the pitfalls increase geometrically when one enters the international intercultural arena" (p. 126).

This research examines the cultural dimensions that influence negotiation problem-solving approach (PSA) in the United States and Colombia. These two countries, linked through a strong commercial relationship under the U.S.-Colombia Trade Promotion Agreement: (TPA), provide a compelling context for analyzing intercultural negotiation. Although the agreement has been in effect since 2012 and Colombia is regarded as a key Latin American partner, cross-cultural misunderstandings continue to hinder the success of business ventures, diplomatic efforts, and strategic alliances. For example, Arbeláez y Culpan (1995) found that culture is essential in the failure of joint ventures between

Colombia and international partners. “In partner relationships, the problems perceived by Colombian managers include cultural differences, differences in management styles, differences in the legal systems of both partners, partner asymmetries and geographical distances” (p.174). With a growing number of professionals conducting business across the U.S.–Colombia border, there is a pressing need for greater understanding of the negotiation orientations and cultural expectations they are likely to encounter.

Problem Statement

Traditional cultural frameworks, such as Hofstede’s dimensions, have long been employed to examine cross-cultural differences in negotiation. However, more recent models particularly the GLOBE study House et al. (2004), offers expanded and updated insights. Schoen (2021) notes that while Hofstede’s dimensions have received greater scholarly attention, the GLOBE dimensions remain underutilized in negotiation research.

On the negotiation strategy side, the problem-solving approach (PSA) is particularly relevant during the negotiation process. Negotiation strategies refer to the interaction patterns that parties use to reach a resolution. The problem-solving approach (PSA) holds particular significance in cross-cultural negotiations. As negotiators navigate differences in communication styles, values, and conflict resolution norms, a collaborative, interest-based approach helps reduce misunderstandings, foster trust, and enhance cultural adaptability (Adair & Brett, 2005; Imai & Gelfand, 2010). Rather than viewing negotiation as a zero-sum game, PSA enables parties from different cultural backgrounds to co-create solutions that align with their diverse expectations and foster more sustainable agreements.

The GLOBAL framework (House et al., 2004) introduces cultural dimensions such as institutional collectivism (I-COLL), future orientation (FO), power distance (PD), in-group collectivism (G-COLL), uncertainty avoidance (UAV), gender egalitarianism (GE), performance orientation (PO), assertiveness (G-AS), humane orientation (G-HO), among these, institutional collectivism (I-COLL), gender egalitarianism (G-GE), humane orientation (G-HO) and performance orientation (PO) differ notably from Hofstede's constructs. The GLOBE 2020 update also introduced a new dimension related to trust, reflecting an evolving understanding of how culture influences organizational behavior. Despite their relevance, these dimensions—particularly institutional collectivism, future orientation, power distance, in-group collectivism, uncertainty avoidance, gender egalitarianism, and performance orientation—have not been sufficiently researched in relation to negotiation problem-solving approach (PSA) (Schoen, 2020). This study uniquely applies these dimensions to assess problem solving approach stiles in cross-cultural negotiations in professionals from the United States and Colombia.

Significance of the Problem

This dissertation addresses two key gaps in the literature. First, it investigates cultural dimensions from the GLOBE framework—particularly those not yet empirically tested in negotiation contexts. This focus enriches current academic discourse and provides deeper insight into how these variables influence cross-border negotiation outcomes.

Second, the study contributes to the limited body of research on negotiation in Latin America. While Latin America plays an increasingly significant role in global markets, it remains underrepresented in negotiation and intercultural management scholarship (Carneiro & Brenes, 2014; Fastoso & Whitelock, 2011) A systematic review of 1,940 peer-

reviewed organizational studies published between 2004 and 2021 found that few directly address negotiation practices in the region (Díaz et al., 2022). This dissertation contributes empirical evidence to a largely overlooked area by exploring the negotiation problem-solving approach (PSA) through the lens of U.S.–Colombia negotiators.

From a practical perspective, this study is valuable for international business professionals, policymakers, and organizations engaged in cross-border operations. As virtual collaboration, remote negotiations, and AI-assisted decision-making become more common, the human and cultural dimensions of negotiation risk being overshadowed. However, cultural understanding is a fundamental element, particularly in cross-cultural context negotiation (Mayer et al., 1995).

Research Question

What are the cultural factors that impact the negotiation problem-solving approach (PSA) in the United States and Colombia?

This question is addressed through a quantitative analysis of selected GLOBE cultural dimensions and their relationship to problem-solving approach (PSA) in negotiation outcomes. The study seeks to offer actionable insights for enhancing cross-cultural negotiation strategies and contributes meaningfully to the academic understanding of intercultural negotiation behavior.

II. BACKGROUND LITERATURE REVIEW AND THEORY

Culture profoundly shapes how individuals perceive, communicate, and behave in negotiation contexts. In cross-cultural negotiations, where parties bring distinct cultural scripts, the risk of misunderstanding and misalignment increases significantly. Foundational work by Hofstede et al. (2010) defined culture as "the collective programming of the mind which distinguishes the members of one group or category of people from another." Schein (2010) offered a complementary view, defining culture as "the sum total of everything an organization has learned in its history dealing with external problems and how it organizes itself internally." Similarly, the GLOBE Project House et al. (2004) conceptualized culture as "shared motives, values, beliefs, and interpretations or meanings of significant events that result from the common experiences of members of collectives and are transmitted across generations."

Hofstede's six cultural dimensions—power distance, individualism versus collectivism, masculinity versus femininity, uncertainty avoidance, long-term versus short-term orientation, and indulgence versus restraint—became a foundational framework for cross-cultural management research (Hofstede et al., 2010). However, critiques of Hofstede's methodology, including its reliance on a single corporate dataset and its static conceptualization of national culture, prompted the development of more dynamic frameworks (Bond, 2002).

In response, the Global Leadership and Organizational Behavior Effectiveness (GLOBE) project extended and refined Hofstede's model, introducing nine empirically validated cultural dimensions based on data from over 17,000 managers across 62 societies

(House et al., 2004). A key contribution of the GLOBE study is its distinction between cultural practices ("as is") and values ("should be"), which offers a more nuanced understanding of how societal norms are enacted versus idealized. This distinction is particularly relevant in negotiation, where actual behaviors may diverge from aspirational values depending on contextual and relational factors.

Negotiation scholars have extensively drawn upon cultural frameworks to explain how variations in communication styles, individual identity, time sensitivity, and power dynamics influence negotiation in intercultural contexts (Adair & Brett, 2005; Gelfand & Brett, 2019). For example, Hall´s (1976) theory of high- and low-context communication emphasizes that in high-context cultures, meaning is inferred from relational cues, nonverbal signals, and shared social history. In contrast, low-context cultures prioritize explicit and direct verbal expression. These cultural orientations shape all stages of negotiation—from initial preparation and trust-building to the exchange of proposals and final closure (Adair & Brett, 2005; Usunier, 2018; Wilbaut, 2012).

These foundational theories underscore that international negotiation behavior cannot be adequately understood without examining the cultural values that shape individuals' expectations, priorities, and interactional norms. Scholars such as Graham and Mintu-Wimsatt (1997), Mintu-Wimsatt & Graham (2004), Metcalf et al. (2007), and Meyer (2014) increasingly recognize that negotiation strategies—such as the problem-solving approach (PSA)—are not universally enacted but are shaped by deeply embedded cultural constructs. These constructs influence how negotiators share information, build trust, and seek mutual gains.

Accordingly, this literature review presents a critical examination of the cultural and relational variables hypothesized to influence the use of collaborative negotiation behavior. The analysis begins with selected dimensions from the GLOBE framework, followed by the relational construct of trust, which are considered key predictors of the problem-solving approach (PSA) in intercultural negotiation contexts. The following sections provide a detailed synthesis of the theoretical significance of each construct, beginning with Institutional Collectivism.

Institutional Collectivism (I-COLL)

Institutional collectivism (I-COLL), as defined by the GLOBE framework, refers to the extent to which organizational and societal institutional practices promote and reward collective action and the equitable distribution of resources (House et al., 2004). It is distinct from in-group collectivism, which emphasizes loyalty and cohesion within families or close-knit social networks (Hofstede et al., 2010; House et al., 2004). While in-group collectivism operates at the interpersonal level, I-COLL functions at the macro level, shaping national governance, organizational structures, and formal institutional procedures. Sochor (2020) states that institutional collectivism is genuinely a new and original dimension based on the Globe study. In negotiation settings, this dimension is critical in influencing how collaboration, accountability, and shared outcomes are valued and institutionalized.

In high I-COLL cultures, negotiators are socialized to prioritize collective goals over individual interests. As a result, the problem-solving approach (PSA) which emphasizes joint decision-making, information sharing, and integrative solutions—is not

only aligned with cultural norms but may also be viewed as a legitimate and preferred negotiation strategy. For example, societies such as Japan and South Korea, characterized by high levels of institutional collectivism, frequently rely on consensus-based decision-making processes that support long-term relational commitments—an outcome closely aligned with PSA principles (Adair et al., 2001). In such contexts, collaborative negotiation is often perceived as a strategic choice and a cultural expectation, particularly when organizational performance depends on group cohesion and collective achievement.

Furthermore, the structural nature of institutional collectivism reinforces formal cooperation through organizational norms and institutional frameworks. Unlike informal or personalistic collaboration, I-COLL embeds cooperation within codified policies and practices. Gelfand et al. (2013) argue that conflict resolution strategies evolve through ecological and normative pressures, with highly interdependent societies developing cultural norms emphasizing reciprocity and collective well-being. As such, institutional collectivism supports both the legitimacy and the functional effectiveness of collaborative negotiation strategies such as PSA, particularly in complex or high-stakes environments where long-term value, trust, and continuity are prioritized. This institutional perspective echoes the arguments of North (1990), who emphasized that institutions are shaped by cultural norms and path-dependent historical processes that influence behavior by establishing formal and informal constraints. Similarly, Acemoglu & Robinson (2012) argue that national institutions—whether inclusive or extractive—are ultimately rooted in deeply embedded social norms and power structures, which in turn shape how societies organize cooperation, participation, and negotiation. From this perspective, institutional

collectivism can be viewed as a cultural dimension and a critical lens through which institutional legitimacy and strategic cooperation are understood.

Institutional collectivism remains significantly underexplored in the negotiation literature despite its conceptual relevance. Schoen (2021) notes that I-COLL has not been tested empirically as a predictor of integrative negotiation behavior and is largely absent from cross-cultural negotiation models. This dissertation addresses that gap by examining how I-COLL influences collaborative strategies in intra-cultural contexts, specifically in the United States and Colombia. By integrating institutional collectivism (I-COLL) into the theoretical model, this study contributes to a more nuanced understanding of the cultural antecedents that enable or constrain the problem-solving approach (PSA) in intercultural negotiations. It underscores that negotiation strategies are not culturally neutral but are embedded within institutional logics—products of cultural systems—that shape how negotiators perceive success, evaluate behavior, and choose strategies.

Future Orientation (FO)

Future orientation (FO), as defined by the GLOBE framework, refers to the extent to which a society encourages long-term planning, delayed gratification, and forward-thinking behaviors (House et al., 2004). This cultural dimension is related in how time is used and valued and it can significantly shape negotiation behaviors and expectations. Trompenaars and Hampden-Turner (2012) expand this conceptualization by distinguishing between sequential and synchronic time orientations. In synchronic cultures, individuals manage multiple activities simultaneously, and punctuality may yield to relational or hierarchical priorities. These cultures tend to be both communitarian and particularist, embedding negotiation within broader social and relational obligations.

Macduff (2006) further contributes to this discussion by emphasizing that cultures differ in their orientation toward time—whether past-, present-, or future-focused. He argues that implicit cultural attitudes about time affect the pace of negotiation, the relevance attributed to rituals such as informal conversation or shared meals, and the setting of priorities. Negotiators from differing temporal orientations may assign divergent levels of importance to such relational practices, which, in some cultures, are prerequisites for building trust and facilitating effective negotiation.

Similarly, Usunier (2018) underscores that "among all the dimensions of culture which have a significant but almost invisible impact on business negotiations, time patterns are probably the strongest" (p. 105). In this sense, temporal orientation shapes not only the structure of the negotiation process but also the meaning ascribed to its phases. Arabic-speaking Muslim negotiators illustrate this point, as they often perceive time as fluid and relational rather than fixed or linear (Ilai & Brett, 2007). These contrasting conceptualizations can result in mismatched expectations, particularly when engaging with U.S. negotiators, whose culture emphasizes precision, deadlines, and schedule adherence.

Cultures that score high on GLOBE's future orientation dimension are more likely to adopt negotiation strategies that emphasize sustainability, long-term value creation, and relationship continuity over immediate gains. Future-oriented negotiators tend to engage in planning behaviors and information-sharing practices that align closely with the phases of the problem-solving approach (PSA). These behaviors include thorough preparation, exploration of multiple alternatives, contingency planning, and creative problem-solving. Furthermore, this forward-looking mindset reinforces PSA's core values: trust,

commitment, and the pursuit of durable, mutually beneficial partnerships in intercultural negotiation contexts.

Power Distance (PD)

Power distance refers to the extent to which less powerful members of organizations and societies accept and expect unequal distributions of power, authority, and privilege (Hofstede et al., 2010; House et al., 2004) The GLOBE study conceptualizes this dimension as the degree to which communities endorse and legitimize hierarchical relationships, status-based privileges, and centralized decision-making authority. In high-PD cultures, hierarchical structures are normalized, and subordinates are less likely to question or challenge authority, particularly in formal or professional contexts. Conversely, in low-PD cultures, subordinates are encouraged to interact with and question superiors, resulting in flatter negotiation dynamics.

The emphasis on hierarchy in high-PD societies shapes negotiators' perceptions of power and role expectations. Brett and Okumura (1998) argue that such asymmetries can constrain joint outcomes due to informational inefficiencies, including limited information sharing and premature closure of negotiation processes. For example, Liu (2018), observes that high-status negotiators from high-PD cultures should remain aware of the egalitarian norms prevalent in low-PD cultures and consciously de-emphasize power and hierarchy when engaging with low-status counterparts.

These hierarchical tendencies may obstruct integrative negotiation strategies such as the problem-solving approach (PSA), which relies on transparency, shared interests, and joint decision-making. Unless PSA is culturally adapted to acknowledge and respect

hierarchical norms, its effectiveness in high-PD contexts may be reduced. Accordingly, successful negotiators in such environments must carefully balance deference with collaboration, navigating cultural expectations while building mutual trust and achieving favorable PSA outcomes.

In-Group Collectivism (G-COLL)

Triandis (1995) provides an in-depth exploration of how cultural orientations influence social behavior, focusing on in-group collectivism. This construct refers to how individuals prioritize the goals, norms, and well-being of close-knit groups, such as family, friendship circles, or work teams, over individual goals.

Building on this foundation, the GLOBE study defines in-group collectivism as "the degree to which people express (and should express) pride, loyalty, and cohesion in their organizations or families" (House et al., 2004, p. 30). This aligns closely with Hofstede's dimension of individualism versus collectivism, where collectivist societies are described as those in which people "from birth onward are integrated into strong, cohesive in-groups, which throughout people's lifetime continue to protect them in exchange for unquestioning loyalty" (Hofstede et al., 2010, p. 92). In contrast, individualistic cultures are characterized by loose ties between individuals and emphasize autonomy and personal responsibility.

Schoen (2021) notes that the individualism–collectivism dimension, particularly in its Hofstede formulation, is one of the most extensively studied cultural constructs in negotiation research. In fact, his bibliometric analysis found that 72.57% of cross-cultural negotiation studies incorporate this dimension, often drawing on both Hofstede and

GLOBE frameworks. This is significant because, as Schoen (2021) the individualistic United Orientation directly challenges the universal applicability of widely taught negotiation models such as *Getting to Yes* by Fisher and Ury (1981). While this book is often considered one of the most influential texts in the field, its assumptions about openness, mutual gain, and principled negotiation may not fully align with the behavioral norms found in collectivist cultures.

In the Latin American context, in-group collectivism manifests through culturally embedded practices. One is compadrazgo—a system that fosters loyalty, reciprocity, and preferential treatment in personal and business relationships. Velez-Calle et al. (2015) argue that *compadrazgo* functions similarly to *guanxi* in China and *wasta* in Arab societies, each representing culturally specific forms of in-group social capital. These systems often serve as informal governance structures that can override formal contracts, particularly in high in-group cultures where trust and loyalty are highly valued.

In negotiation contexts, these tightly bound relationships strongly influence information sharing, concession-making, and relationship preservation—all core elements of the problem-solving approach (PSA). However, it is important to emphasize that these cooperative behaviors are typically reserved for in-group members and are not readily extended to outsiders. This boundary-specific dynamic highlights the unique challenge of applying integrative negotiation strategies like PSA across in-group/out-group divides, especially in collectivist societies.

Uncertainty Avoidance (UAV)

Uncertainty avoidance (UAV) is a well-established cultural dimension in cross-cultural research. Hofstede, whose framework remains one of the most widely used in intercultural negotiation, initially conceptualized UAI as the degree of anxiety individuals experience in the face of ambiguity, leading to a reliance on rules, rituals, and structured routines to restore predictability (Hofstede et al., 2010). Building on Hofstede's work, the GLOBE study defines UAV as the extent to which a society depends on norms, rules, and formal procedures to mitigate the unpredictability of future events (House et al., 2004). Cultures scoring high on GLOBE's UAV dimension emphasize order, consistency, and institutionalized practices.

Despite the similarity in terminology, Hofstede and GLOBE operationalize the UAV construct in fundamentally different ways. Hofstede et al. (2010) explicitly criticized the GLOBE study's interpretation, arguing that its uncertainty avoidance measures "present no alternative" to his original model and that the reuse of labels "confuses the concepts" (p. 199). Minkov (2017) echoed this critique, asserting that GLOBE's version of UAI resembles Hall's (1976) high-versus low-context communication framework, more than Hofstede's anxiety-based model.

Although some literature suggests conceptual and empirical alignment between GLOBE and Hofstede's similarly named dimensions (Leung et al., 2005) further analysis contradicts this assumption. Venaik and Brewer (2010) for example, a comparative empirical study found that the two models measure distinct underlying phenomena, with weak or non-significant correlations between their results. These discrepancies underscore

the importance of avoiding conceptual conflation and demonstrate the need for rigorous empirical scrutiny when applying either framework in academic research.

Given these theoretical divergences, it becomes essential to empirically test GLOBE's conceptualization of UAV, particularly in underexplored domains such as international negotiation. As Schoen (2021) observes that much of the negotiation literature continues to rely predominantly on Hofstede's dimensions—especially individualism-collectivism—while neglecting the broader insights provided by the GLOBE framework. This dissertation seeks to address that gap by examining how GLOBE's UAV influences the application of the problem-solving approach (PSA) in intercultural negotiation contexts. Specifically, it investigates whether negotiators from cultures such as Colombia and the United States respond more favorably to structured, collaborative strategies like PSA. In doing so, this research contributes to both the refinement of cultural theory and the advancement of integrative negotiation practices.

Gender Egalitarianism (GE)

In this study, gender egalitarianism (GE) is defined as a macro-level cultural value that reflects the degree to which a society seeks to minimize gender inequality in roles, responsibilities, and opportunities across genders (House et al., 2004). The GLOBE framework conceptualizes this dimension by measuring both cultural practices ("as is") and values ("should be"), and incorporates formal mechanisms (e.g., laws, policies, leadership access) as well as informal norms (e.g., social expectations) that shape gender relations within a given society. This perspective recognizes that Gender Egalitarianism is

not a universal or static construct, but is shaped by each society's unique historical, political, and symbolic context.

Two major cultural frameworks inform this construct: Hofstede's and GLOBE's. Hofstede's model approaches gender through the masculinity–femininity dimension, emphasizing the distribution of emotional roles and societal preferences for competitiveness versus nurturing. While conceptually related, Hofstede expressed skepticism about GLOBE's gender egalitarianism dimension, suggesting it overlapped with assertiveness and doubting its distinctiveness (Hofstede et al., 2010, p. 146). Much early research on gender and negotiation, grounded in social role theory, assumes that men are generally perceived as agentic (dominant, assertive) and women as communal (nurturing, relationship-oriented) (Eagly, 2013). Shan (2019) however, challenges the universality of these stereotypes, arguing that perceptions of gender roles vary across cultures based on prevailing values and norms.

In the Latin American context, cultural literary perspectives enrich the analysis of gender roles. Rodó (1900) contrasts idealism (Ariel) and materialism (Caliban), promoting intellectual and moral refinement—values aligned with femininity in Hofstede's terms. Also, Zapata Olivella (1983) presents Afro-Colombian gender and sexuality through deities like Oyá and Yemayá, celebrating femininity as powerful and spiritual, thus challenging western norms.

These narratives suggest that symbolic, historical, and regional influences shape gender egalitarianism in Latin America. While Rodó (1900) represents idealized traditions that may reinforce structural gender asymmetries, Zapata Olivella (1983) portrays

alternative, empowering gender constructs rooted in Afro-diasporic identity. These insights support the argument that gender norms—and their influence on negotiation—are culturally contingent. Although gender-based negotiation stereotypes suggest men are agentic and women communal (Eagly, 2013), Shan (2019) and Wen et al. (2019) emphasize that these assumptions depend on cultural context.

Despite its theoretical relevance, gender egalitarianism remains underexplored in negotiation literature. Schoen (2021) notes that no peer-reviewed studies have systematically examined it as a predictor of integrative strategies like PSA.

This dissertation addresses the gap by empirically testing the influence of gender egalitarianism on the use and perceived effectiveness of PSA in cross-cultural negotiations. By surveying professionals from the United States and Colombia—two countries with contrasting GLOBE profiles— this study contributes to a deeper understanding of how societal gender norms shape negotiation outcomes. Integrating gender egalitarianism into the theoretical model promotes more inclusive and effective negotiation practices globally.

Performance Orientation (PO)

Performance orientation (PO), as defined by the GLOBE framework, refers to the extent to which a society encourages and rewards individuals for improvement, achievement, and excellence in performance (House et al., 2004). This cultural construct reflects the degree to which goal attainment, measurable outcomes, and continuous progress are valued at both individual and institutional levels. The GLOBE study distinguishes between cultural practices ("as is") and values ("should be"); this dissertation

focuses on cultural practices, as they more accurately capture behavioral norms that shape real-world negotiation strategies.

Sochor (2020) situates PO conceptually within McClelland's theory of achievement motivation, particularly the need for achievement (nAch), which drives individuals to set challenging goals, assume responsibility for outcomes, and actively seek feedback for growth. In *The Achieving Society*, McClelland (1961) argued that cultures high in nAch are more likely to foster innovation and entrepreneurship. These theoretical insights have informed broader frameworks related to entrepreneurial behavior and performance systems across both developed and emerging economies (Aboal & Veneri, 2016) .

Although GLOBE and Hofstede's frameworks differ in scope and structure, Hofstede's masculinity–femininity dimension partially overlaps with PO's emphasis on competitiveness and success. However, Hofstede's construct is more explicitly tied to gender-based socialization, highlighting how societies valorize assertiveness (masculine) versus care and modesty (feminine) (Hofstede et al., 2010). In contrast, GLOBE's PO dimension is not gender-specific and captures generalized societal attitudes toward meritocracy and achievement across demographic boundaries.

Cultural narratives further illuminate the underlying values that inform performance orientation (PO). For example, *Don Quijote de la Mancha* by Cervantes portrays a worldview in which honor and reputation outweigh material success. The well-known aphorism, "más vale buena fama que mucha riqueza" ("a good reputation is worth more than great wealth"), exemplifies a culturally embedded preference for social standing

and moral integrity over quantifiable performance. Such values remain prevalent in many Latin American societies, which the GLOBE study characterizes as low in PO.

Despite its conceptual significance, PO has been underutilized in negotiation literature. Schoen (2021) notes the absence of empirical studies that evaluate PO as a determinant of cooperative or integrative negotiation strategies. This is a notable omission, as cultural orientations toward performance likely influence how negotiators define success and approach problem-solving. Mintu-Wimsatt and Gassenheimer (2004) further suggest that variations in PO may affect international sales negotiation outcomes, particularly when comparing high-PO cultures such as the United States with lower-PO contexts such as Colombia.

This dissertation seeks to address this gap by empirically examining the influence of PO on the use and perceived effectiveness of the problem-solving approach (PSA) in intercultural negotiations. By focusing on professionals from the United States and Colombia—two countries with significantly different GLOBE PO profiles—this study offers a culturally grounded framework for understanding negotiation behavior. Integrating PO into the theoretical model enhances its explanatory power and contributes to the development of culturally appropriate negotiation strategies.

Trust

Trust is widely recognized as a fundamental element in interpersonal and organizational relationships and is especially critical in negotiation contexts. Lennane and Weidner (2006) assert that trust is often considered the most important factor in establishing effective working relationships, particularly in cross-cultural settings, where

it supports the achievement of value-creating agreements. In negotiation, trust refers to the extent to which individuals expect their counterparts to behave reliably, honestly, and cooperatively (Fells, 1993). High-trust negotiators are more inclined to engage in open communication, disclose relevant information, and collaboratively search for integrative solutions. Ganesan (1994) emphasizes that trust increases a negotiator's belief that their counterpart will fulfill mutual obligations, thereby enhancing the potential for mutually beneficial outcomes. Trust not only facilitates the initiation of negotiations but also reduces reliance on coercive tactics and promotes the resolution of interests through constructive dialogue (Lennane & Weidner, 2006). As Mayer et al. (1995) define it, trust is "the willingness to be vulnerable to the actions of others."

In intercultural contexts—where uncertainty and divergent expectations often complicate negotiations—trust becomes even more critical for enabling problem-solving behaviors. Kong and Yao (2019) emphasize that trust functions dynamically across all phases of negotiation and is shaped by cultural norms and values, which influence how trust is built, interpreted, and maintained. Their trust-centered framework questions whether trust is a culturally universal construct or one that varies significantly across cultural settings. Similarly, Gelfand and Brett (2019) identified trust as a core dimension in intercultural negotiation research, along with communication, emotions, and intergroup relations. They also suggest that cultural constructs such as honor, dignity, face, and tightness–looseness may influence how trust is manifested and how it affects negotiation outcomes.

Thus, trust not only facilitates the implementation of the PSA but also serves as a culturally sensitive mechanism for bridging differences and fostering integrative solutions

in cross-cultural negotiation settings. This study responds directly to Gelfand and Brett (2019) call for more integrative research on culture and negotiation by incorporating trust into the research model and positioning it alongside the GLOBE cultural dimensions. In doing so, it contributes to developing a more dynamic and culturally grounded theoretical framework for understanding trust in international negotiation.

The problem-solving approach (Dependent variable)

The problem-solving approach (PSA) is a negotiation strategy grounded in mutual gains, interest-based dialogue, and relationship development. Popularized by Fisher and Ury (1981) through the Harvard Negotiation Project, PSA emphasizes separating people from the problem, focusing on interests rather than positions, and generating options for mutual benefit. It aligns with integrative bargaining (Walton & McKersie, 1991), collaborative negotiation (Westbrook, 1996), and cooperative orientation (Oetzel & Ting-Toomey, 2003), emphasizing long-term outcomes over short-term concessions. PSA has been further refined by scholars such as Adair and Brett (2005), who connect it to intercultural adaptability and relational competence, making it particularly relevant in international negotiation contexts. While PSA provides a universal framework for collaborative negotiation, its implementation must be culturally adapted to align with local norms, values, and communication patterns.

PSA operates most prominently in the "generating solutions" stage of the negotiation process, as defined by Adair and Brett (2005), and Wilbaut (2012). Their model outlines four key stages of negotiation: (1) relational positioning, including relationship building and persuasion; (2) problem identification, involving information exchange and

trust development; (3) generating solutions, which incorporates first offers, competitive versus cooperative strategies, and power-use techniques; and (4) reaching agreement, which includes decision-making under time pressure. PSA, also referred to as a collaborating strategy, represents one of five core negotiation styles—competing, collaborating, compromising, avoiding, and accommodating (Mintu-Wimsatt et al., 2005). It seeks to develop integrative solutions by creatively exploring alternatives that satisfy the interests of all parties (Walton & McKersie, 1991). Trust-building, open communication, transparency, and joint problem-solving are central to this approach. Mintu-Wimsatt and Graham (2004) describe PSA as a cooperative orientation that fosters value creation and encourages long-term relationship development. Thus, as a negotiation strategy, PSA serves as the dependent variable in this research model. It is shaped by and responds to underlying cultural dimensions and trust.

Theoretical Foundation

This study's theoretical framework is grounded in a triadic integration of cultural theory (GLOBE), trust theory Mayer et al. (1995), and negotiation theory Fisher and Ury (1981). Each component provides a distinct yet complementary lens for understanding how cultural values and interpersonal trust shape negotiation strategies.

Cultural Theory: The GLOBE Framework

Research on culture and negotiation has been predominantly guided by two major conceptual frameworks: Hofstede's cultural dimensions (2001) and the GLOBE Study (House et al., 2004). Several scholars have compared and critiqued these models, including Venaik and Brewer (2010) and Schoen (2020). This study adopts the GLOBE framework as its primary cultural model due to its more nuanced and empirically updated perspective. GLOBE's dimensions offer a comprehensive taxonomy for comparing societal norms and organizational behaviors across cultures.

Despite its robustness, the GLOBE framework remains underutilized in negotiation research (Schoen, 2020). This study focuses on seven cultural dimensions from GLOBE that are particularly relevant to negotiation behavior: institutional collectivism, future orientation, power distance, in-group collectivism, uncertainty avoidance, gender egalitarianism, and performance orientation. These dimensions are treated as cultural predictors in the theoretical model, each offering potential explanatory power for the adoption of collaborative strategies in negotiation.

Trust Theory: Interpersonal foundations of strategy

Trust theory, particularly the model developed by Mayer et al. (1995), provides the relational and psychological foundation for this framework. Trust is conceptualized as an enabling condition for selecting negotiation strategies, particularly the problem-solving approach (PSA), as it facilitates information sharing, value co-creation, and joint problem-solving (Fisher & Ury, 1981).

The model further accounts for cultural variation in how trust is formed and maintained. Integrating trust into a culturally grounded framework aligns with current

scholarship that emphasizes the contextual and culturally contingent nature of trust in negotiation (Gelfand & Brett, 2019).

Negotiation Theory: PSA as a Behavioral Outcome

The problem-solving approach (PSA) is the dependent behavioral outcome of interest. PSA encompasses more than a negotiation tactic—it represents a comprehensive orientation grounded in transparency, collaboration, and creativity. Its core components include joint problem definition, mutual understanding, and the development of integrative solutions.

The integration of GLOBE's cultural dimensions, trust theory (Mayer et al., 1995) and the problem-solving approach (PSA), based on the adapted model of Calantone et al. (1998) forms a coherent theoretical framework that guides this study's empirical investigation.

Figure 1 Conceptual model

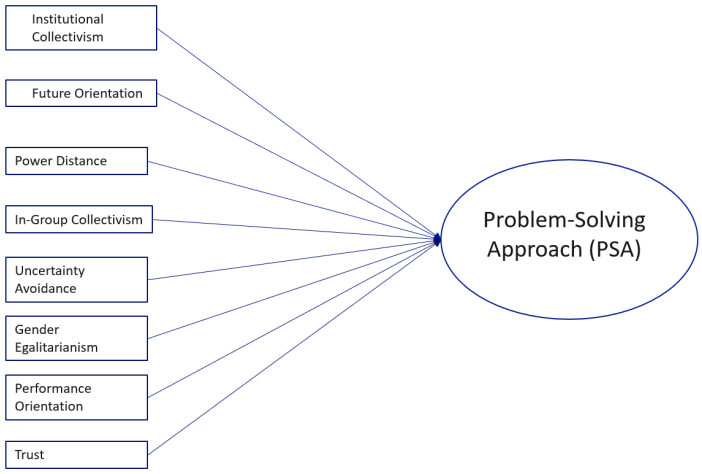

Figure 1 illustrates the conceptual model, mapping the hypothesized relationships among cultural values, trust, and PSA in intercultural negotiation contexts.

This chapter has presented the theoretical and conceptual foundation for the dissertation by reviewing key constructs derived from the GLOBE framework, trust theory, and negotiation literature. The review confirms that cultural orientation and interpersonal trust significantly influence negotiation behavior and outcomes, particularly when adopting collaborative strategies such as the problem-solving approach (PSA).

The integration of the seven GLOBE cultural dimensions, Mayer et al. (1995) trust model, and PSA as the behavioral outcome provides a comprehensive and culturally grounded framework. This model lays the foundation for the empirical analysis presented in the following chapter, which examines PSA adoption's cultural and relational predictors in negotiations in the United States and Colombia.

III. RESEARCH DESIGN

Conceptual Framework

This chapter outlines the research design employed to test the hypotheses proposed based on the theory exposed in Chapter II. As mentioned previously, the study investigates how selected cultural dimensions from the GLOBE model and trust influence the adoption of the problem-solving approach (PSA) in negotiation settings. The chapter details the development of the research model, the definition of the latent constructs, and the definition of the hypotheses.

Purpose of the Study.

The primary objective of this study is to examine the relationship between national cultural dimensions, trust, and negotiation behavior, specifically focusing on the PSA, in two national contexts: Colombia and the United States. By employing a quantitative cross-sectional survey design, the research seeks to provide empirical evidence of how cultural values and trust predict negotiation strategy outcomes in culturally distinct environments.

Research Model

Figure 2 illustrates the conceptual research model, adapted from Mintu-Wimsatt & Graham (2004). The model includes eight independent variables—seven GLOBE cultural dimensions and trust—and one dependent variable, the problem-solving approach (PSA).

The GLOBE variables are institutional collectivism, power distance, in-group collectivism, future orientation, uncertainty avoidance, gender egalitarianism, and performance orientation. These GLOBE dimensions had not previously been tested to the problem-solving approach (PSA) and were identified by Schoen (2021) as areas for further

research. The model variables, constructs, and their respective hypotheses are defined below:

Figure 2 Conceptual research model

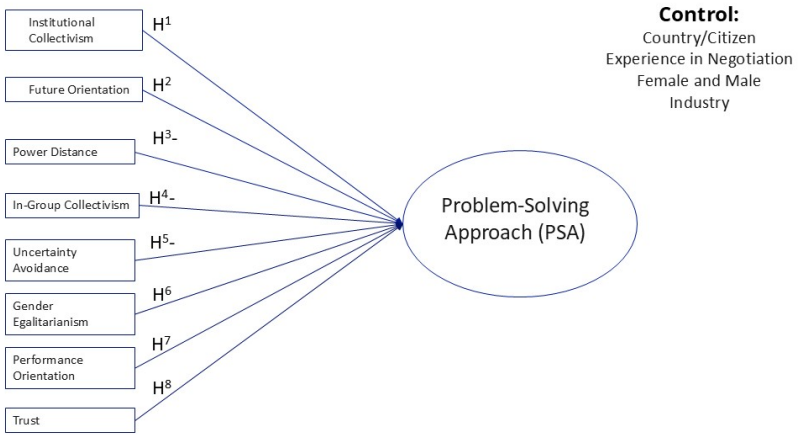

Table 1 Latent Construction Definition

Latent Construct	Variable Type	Definition	Reference
Negotiation problem solving approach (PSA)	Dependent	PSA- problem solving approach is a Negotiation strategy. Negotiation strategies are interaction patterns used by parties in conflict to achieve resolution or negotiation. It seeks to develop integrative solutions by creatively exploring alternatives that satisfy the interests of all parties. The Problem-Solving Approach (PSA) known like collaborating is also name as cooperative orientation, integrative, or open influence. Characteristics such as trust-building, open communication, transparency, and joint problem-solving are central to this approach.	Fisher & Ury (1981). Mintu-Wimsatt et al., 2005
Institutional collectivism	Independent	Institutional collectivism is the degree to which organizational and societal institutional practices encourage and reward and should encourage and reward collective distribution of resources and collective action. (House et al., 2004), p 12. (Sochor, 2020), p 276) States that this is a new dimension found by Globe 2004.	Culture, leadership, and organizations: The GLOBE study of 62 societies – (House et al., 2004)

Latent Construct	Variable Type	Definition	Reference
Future orientation	Independent	Globe defines future orientation as the extent to which individuals engage in future-oriented behaviors such as planning, investing in the future, and delaying gratification.	(House et al., 2004) (Hofstede et al., 2010)
Power distance	Independent	Globe defines power distance as the extent to which the community accepts and endorses authority, power differences, and status privileges.	(House et al., 2004) (Hofstede et al., 2010)
In-group collectivism	Independent	Globe defines in-group collectivism as the degree to which individuals express (and should express) pride, loyalty, and cohesiveness in their organizations or families.	(House et al., 2004) (Hofstede et al., 2010)
Uncertainty avoidance	Independent	Globe defines uncertainty avoidance as the extent to which a society, organization, or group relies (and should rely) on social norms, rules, and procedures to alleviate the unpredictability of future events. The greater the desire to avoid uncertainty, the more people seek orderliness, consistency, structure, formal procedures, and laws to cover situations in their daily lives.	(House et al., 2004)
Gender equalitarianism	Independent	Globe defines gender differentiation / egalitarianism as the degree to which a collective minimizes (and should minimize) gender inequality.	(House et al., 2004) (Hofstede et al., 2010)
Performance orientation	Independent	Globe defines performance orientation as the degree to which a group encourages and rewards (and should encourage and reward) group members for improvement and excellence in performance.	(House et al., 2004)
Trust	Independent	Trust is “the willingness to be vulnerable to the actions of others.” In negotiation, trust relates to how partners expect their partners to behave and respond. A partner with a high level of trust will share information and use this information to create value during the negotiations.	Mayer et al. (1995)

Theoretical Development and Hypotheses

In the context of increasing globalization and intercultural business interaction, this study explores the cultural and relational predictors of negotiation strategy adoption, with

a specific focus on the problem-solving approach (PSA). Drawing on the GLOBE framework and trust theory, the study examines how seven cultural dimensions—institutional collectivism, future orientation, power distance, in-group collectivism, uncertainty avoidance, gender egalitarianism, and performance orientation—alongside the construct of interpersonal trust, influence the likelihood of PSA adoption in cross-cultural negotiations of professionals from the United States and Colombia. Eight hypotheses were formulated based on the literature review and theoretical framework outlined in Chapter II. These hypotheses are grounded in prior research emphasizing the influence of cultural dimensions on negotiation behavior (Adair & Brett, 2005; Benetti et al., 2021; Brett & Gelfand, 2004; Brett & Okumura, 1998; Ilai & Brett, 2007).

Each hypothesis has been designed to assess whether higher or lower levels of a given cultural trait are associated with the likelihood of adopting the PSA. It is important to note that all hypotheses were tested independently for the Colombian and U.S. samples. This dual-country design allows for a comparative analysis of cultural constructs across national contexts. Differences or similarities in the significance and direction of the results will be addressed in Chapter V.

Using a cross-cultural research design, the following hypotheses were analyzed independently in both the U.S. and Colombian samples.

Institutional collectivism (I-COLL)

Institutional collectivism (I-COLL) refers to the extent to which societal institutions promote and reward collective action, shared responsibility, and the equitable distribution of resources (House et al., 2004). Unlike interpersonal collectivism, which emphasizes loyalty to family or close-knit social networks, I-COLL operates at the macro-institutional

level, embedding cooperative values into organizational structures and governance systems. In high I-COLL cultures, collaboration and consensus are not merely interpersonal preferences but are institutionally and culturally reinforced as normative and desirable behaviors (Sochor, 2020).

In such environments, negotiation strategies that emphasize mutual accountability, long-term relationship building, and joint decision-making, such as the problem-solving approach (PSA), are more likely to be considered legitimate and effective. Brett and Gelfand (2006) found that collectivist cultures prioritize group harmony and consensus-building, values that closely align with PSA's integrative and cooperative nature. This suggests that cultural differences in this dimension may influence the perceived appropriateness and adoption of collaborative strategies.

Moreover, GLOBE practice scores indicate moderate levels of institutional collectivism in the United States (4.20) and Colombia (3.81), suggesting sufficient variation to explore its influence across contexts. Therefore, the following hypothesis is proposed:

Hypothesis 1 (H1): Higher institutional collectivism increases the problem-solving approach (PSA).

Future orientation (FO)

Future orientation (FO) refers to the extent to which individuals and societies engage in future-directed behaviors such as long-term planning, delayed gratification, and strategic investment (House et al., 2004). Cultures high in FO tend to emphasize sustainability, goal setting, and relationship continuity—values that align closely with the collaborative principles of the PSA in negotiation.

Prior research supports this linkage. Rao and Schmidt (1998) found that negotiators with longer time horizons favored soft, rational tactics over hard or competitive strategies. Similarly, Ghauri and Usunier (2003) argued that long-term orientation encourages cooperative negotiation due to its emphasis on enduring partnerships. These behaviors reflect a preference for integrative outcomes, transparency, and future value creation—core elements of PSA. According to GLOBE practice scores, the United States (4.15) demonstrates a stronger future orientation than Colombia (3.27), suggesting potential cultural variation in negotiation preferences. Therefore, the following hypothesis is proposed:

Hypothesis 2 (H2): Higher future orientation increases the problem-solving approach (PSA).

Power distance (PD)

Power distance (PD) refers to the degree to which a society accepts and legitimizes hierarchical relationships, status-based privilege, and unequal distributions of power and authority (House et al., 2004). In high-PD cultures, decision-making tends to be centralized, and individuals are socialized to defer to authority, often discouraging open disagreement or horizontal dialogue. These norms can constrain open, transparent communication and shared decision-making that characterize the PSA in negotiation.

Empirical studies reinforce this dynamic. Brett and Okumura (1998) found that negotiators from hierarchical cultures often rely on status and role-based cues rather than meritocratic interaction, limiting the egalitarian exchange necessary for PSA. Similarly, Gelfand et al. (2013) note that top-down communication patterns in high-PD societies may

obstruct the collaborative behaviors and mutual trust that PSA requires, suggesting greater structural and cultural barriers to implementing PSA in hierarchical contexts.

GLOBE practice scores indicate that Colombia (5.56) exhibits higher Power Distance than the United States (4.88), providing a basis for cross-cultural comparison. Therefore, the following hypothesis is proposed:

Hypothesis 3 (H3): Higher power distance decreases the problem-solving approach (PSA).

In-group collectivism (G-COLL)

In-group collectivism (G-COLL) refers to the extent to which individuals express pride, loyalty, and cohesiveness within their families, work teams, or other tightly knit social groups (House et al., 2004). While collectivist orientations are often associated with cooperation and harmony, high levels of G-COLL can also foster a strong in-group versus out-group distinction, potentially reducing trust and collaboration with external parties.

This dynamic is particularly relevant in intercultural negotiations, where perceived outsider status may inhibit integrative strategies such as the PSA.

Research reflects this tension. Brett and Okumura (1998) suggest that low individualism may encourage competitive, positional bargaining when negotiating with out-group members. Similarly, Snir (2014) highlights that strong in-group loyalty can lead to favoritism, information withholding, and limited openness in cross-group interactions—behaviors incompatible with the transparency and joint problem-solving required by PSA. Mintu-Wimsatt & Madjourova-Davri (2011) offer a more nuanced view, noting that collectivism can support harmony when negotiating within the in-group, but may not generalize to intercultural contexts. Globe practice scores reflect a significant cultural

difference between Colombia (5.73) and the United States (4.25), suggesting that this dimension may impact PSA adoption across cultures differently.

Therefore, the following hypothesis is proposed:

Hypothesis 4 (H4): Lower In-Group Collectivism increases the problem-solving approach (PSA).

Uncertainty avoidance (UAV)

Uncertainty avoidance (UAV) refers to the degree to which a society relies on formal rules, structured procedures, and normative systems to reduce ambiguity and manage unpredictability (House et al., 2004). In high-UAV cultures, individuals favor established routines, minimize risk, and avoid situations with unclear outcomes—preferences that may hinder the openness and adaptability required for collaborative negotiation strategies.

PSA emphasizes creativity, transparency, and the joint exploration of alternative behaviors involving ambiguity and risk-taking. As such, PSA may be less attractive in high-UAV environments. Research by Bangert & Pirzada (1992) and Hofstede et al. (2008) supports this view, suggesting that high uncertainty avoidance constrains flexibility and integrative thinking. Furthermore, Lewicki et al. (2006) found that high-UAV cultures often restrict behaviors such as trust-building and adaptive communication, which are foundational to PSA. In the GLOBE practice scores, the United States scores moderately high in UAV (4.15), while Colombia scores lower (3.57), indicating different cultural predispositions toward ambiguity and negotiation structure. Therefore, the following hypothesis is proposed:

Hypothesis 5 (H5): Higher uncertainty avoidance decreases the problem-solving approach (PSA).

Gender egalitarianism (GE)

Gender egalitarianism (GE) refers to the extent to which a society minimizes gender-based inequality in roles, responsibilities, and opportunities (House et al., 2004). Prior research in negotiation behavior suggests that women tend to adopt more collaborative and accommodating strategies than men, particularly in integrative settings (Holt & DeVore, 2005; Eagly & Carli, 2007). These strategies—characterized by openness, relationship-building, and mutual gain—are central to the PSA.

Societies with high levels of gender egalitarianism are more likely to foster organizational cultures that value inclusivity, cooperation, and shared leadership—conditions aligned with PSA's core principles. Furthermore, reduced gender role differentiation can normalize behaviors traditionally associated with communal orientations, making collaborative negotiation strategies more accessible and socially accepted for all genders.

Although both the United States and Colombia score moderately low on this dimension (3.34 and 3.67, respectively, in the GLOBE practice scores), slight variations may still shape the social acceptability of integrative negotiation behaviors. In this context, higher gender egalitarianism may be a facilitating cultural factor for adopting PSA. Therefore, the following hypothesis is proposed:

Hypothesis 6 (H6): Higher gender egalitarianism increases the problem-solving approach (PSA).

Performance orientation (PO)

Performance orientation (PO) refers to the extent to which a society encourages and rewards innovation, excellence, and continuous improvement in performance (House et al., 2004). This cultural dimension is conceptually linked to McClelland's (1961) theory of achievement motivation, which posits that individuals and societies high in "need for achievement" (nAch) are more likely to set ambitious goals, value feedback, and strive for measurable success.

In negotiation contexts, such goal-oriented behavior aligns closely with the PSA principles, emphasizing integrative solutions, mutual gains, and sustainable outcomes. Empirical findings suggest that negotiators from high-PO cultures, such as the United States, tend to prioritize efficiency, analytical rigor, and long-term value creation over short-term wins (Graham et al., 1994). These preferences reflect a cultural affinity for strategic collaboration, which is foundational to PSA.

Moreover, PO may influence how negotiators define "success." In cultures where high performance is a normative expectation, collaborative strategies like PSA may be perceived as culturally legitimate and instrumental for achieving excellence. In contrast, value creation through joint problem-solving may be less culturally emphasized or institutionally supported in lower-PO cultures, such as Colombia (3.94), compared to the United States (4.49). Therefore, the following hypothesis is proposed:

Hypothesis 7 (H7): Higher performance orientation increases the problem-solving approach (PSA).

Trust

Trust is defined as the willingness to be vulnerable to the actions of another party (Mayer et al., 1995). Trust plays a critical role in enabling collaborative behavior in negotiation. It facilitates open communication, transparency, and information sharing—core processes in the PSA to negotiation (Fells, 1993; Ganesan, 1994). When trust is present, negotiators are more likely to disclose interests, explore joint gains, and commit to mutually beneficial outcomes.

Trust becomes even more essential in intercultural contexts, as cultural distance often increases uncertainty and reduces interpretive clarity. Gelfand and Brett (2019) highlight trust as a foundational mechanism for bridging cultural divides and enabling integrative negotiation strategies. Moreover, trust operates across all negotiation phases—from relationship building to agreement closures supporting initiating and sustaining collaborative strategies like PSA. Therefore, the following hypothesis is proposed:

Hypothesis 8 (H8): Higher Trust increases the problem-solving approach (PSA).

Control Variables

To improve robustness, the model includes control variables such as negotiation experience, gender, and industry sector. These variables were controlled for due to their documented influence on negotiation preferences and trust formation (Mintu-Wimsatt & Graham, 2004). Table 2 summarizes the hypotheses:

Deleted: Table 2Table 2

Table 2 Hypotheses

Hypotheses	
H1	Higher institutional collectivism increases the problem-solving approach (PSA).
H2	Higher future orientation increases the problem-solving approach (PSA).
H3	Higher power distance decreases the problem-solving approach (PSA).
H4	Lower in-group collectivism increases the problem-solving approach (PSA).
H5	Higher uncertainty avoidance decreases the problem-solving approach (PSA).
H6	Higher gender egalitarianism increases the problem-solving approach (PSA).
H7	Higher performance orientation increases the problem-solving approach (PSA).
H8	Higher trust increases the problem-solving approach (PSA).

The preceding chapter established the theoretical foundation of this dissertation by introducing the conceptual model, defining each latent construct, and outlining the hypotheses that guide the research. With the PSA as the central dependent variable, the model integrates seven cultural dimensions from the GLOBE framework and trust to explore their influence on negotiation behavior in Colombia and the United States contexts.

Having established the conceptual foundations, defined the constructs, and articulated the hypotheses, the study advances to the methodological stage. Chapter IV presents the detailed research methodology employed to test the proposed model, including instrument design, sampling procedures, data collection strategy, and validation techniques. Special attention is given to operationalizing cultural dimensions and trust across two national contexts—Colombia and the United States—through the use of composite indices

and statistical methods appropriate for cross-cultural behavioral research. This methodological framework provides the empirical foundation for analyzing how cultural values and trust influence the adoption of the PSA in negotiation settings within and across these two countries.

IV. RESEARCH METHODOLOGY

Introduction

This study employed a comprehensive, multi-phase methodology to evaluate the proposed theoretical model and test eight research hypotheses examining the influence of cultural dimensions, as defined by the GLOBE framework, and trust on the adoption of the problem-solving approach (PSA) in negotiation contexts across Colombia and the United States. The research design was executed in three sequential phases: an informed pilot study, a primary pilot study, and the main study.

The informed pilot's first phase was conducted with a small group of DBA peers and professional colleagues in Colombia. Its purpose was to validate key aspects of the research design, including the clarity and structure of the survey instrument and its face validity. Feedback obtained during this stage led to targeted refinements to the questionnaire and enhancements in the data collection procedures.

The second phase, the primary pilot study, involved a broader sample of participants from Colombia and the United States. This phase focused on evaluating the survey's psychometric properties through exploratory reliability analyses and preliminary construct validation. It also assessed the applicability of cultural dimensions from the GLOBE and Hofstede frameworks, as well as trust, ensuring all constructs were conceptually and empirically aligned with the study's objectives.

Finally, the main study collected the empirical data necessary to test the hypothesized relationships. Based on the validated constructs and the improved instrument

from the pilot phases, this stage enabled a statistically sound analysis of PSA behavior in Colombia and the United States. The main study is presented in Chapter V.

Population of Interest

The population of interest for this study consisted of professionals with negotiation experience in the United States and Colombia. Participants were selected through a self-assessment question confirming their involvement in negotiation activities. Convenience sampling was employed to recruit participants, and data were collected through multiple channels, including LinkedIn, professional networks, and chambers of commerce in both countries. The target population included individuals actively engaged in negotiation processes across diverse industries.

Units of Analysis

The unit of analysis in this study is the individual negotiator. Each participant represents a professional who participates in negotiation processes as a buyer, seller, or decision-maker in Colombia or the United States. Focusing on individual-level behavior allows a nuanced examination of how cultural values and interpersonal trust influence negotiation using the problem-solving approach (PSA).

Data Collection

Data were collected through an anonymous online survey administered via the Qualtrics platform. To ensure accessibility and participation, the survey was distributed through LinkedIn groups, email outreach to the researcher's professional network, WhatsApp communications, and direct contact with U.S. and Colombian chambers of commerce.

Research Instrument

The primary research instrument was a quantitative, internet-based survey developed in Qualtrics and administered in English and Spanish. It was designed to measure latent variables through validated scales drawn from established academic sources and adapted to the context of negotiators in the United States and Colombia. An independent analysis was conducted for the two groups since the two surveys were conducted in two languages. The questionnaire was available in both English and Spanish. The Spanish version of the GLOBE scales utilized the official translation provided by the GLOBE project, while the trust scale followed the Spanish adaptation of the Yamagishi General Trust Scale developed by Montoro et al. (2014).

The pilot version of this instrument was employed in the primary pilot study to assess instrument reliability and construct validity. Additionally, the pilot phase included a comparative assessment of Hofstede's cultural theory using validated scales for power distance, uncertainty avoidance, in-group collectivism, masculinity, and long-term orientation. This allowed for an exploratory evaluation of the relative reliability and cultural sensitivity of both Hofstede and GLOBE frameworks in predicting negotiation behaviors.

Latent Variable Measurement Scales

All constructs in the study were measured using previously validated scales to ensure psychometric robustness. To capture participants' perceptions, a seven-point Likert scale ranging from 1 ("Strongly Disagree") to 7 ("Strongly Agree") was used.

Dependent Variable (PSA): The problem-solving approach was measured using four items adapted from (Calantone et al., 1998). These items were designed to assess the extent to which respondents employed collaborative, interest-based negotiation behaviors.

Independent Variables: Seven cultural dimensions from the GLOBE framework were used as predictors: institutional collectivism, future orientation, power distance, in-group collectivism, uncertainty avoidance, gender egalitarianism, and performance orientation. Each dimension was measured using three to five items representing actual cultural practices ("as is") as defined by House et al. (2004). The Spanish questionnaire followed the official translation of the GLOBE scales.

Trust: Trust was assessed using a five-item adaptation of the General Trust Scale developed by Yamagishi and Yamagishi (1994). The Spanish version was based on the validated adaptation by Montoro et al. (2014).

Control Variables: To account for potential confounding effects, the study included three control variables: gender, negotiation experience, and industry sector.

Pilot Studies

To ensure the validity and reliability of the survey instrument, two pilot phases were conducted prior to the main study: an informed pilot and a primary pilot. These pilots helped refine the instrument, assess its psychometric properties, and confirm its suitability for the target populations.

Informed Pilot

The informed pilot was conducted for the English survey with classmates from the doctorate program, and a couple of colleagues in Colombia for the Colombian survey. I had these participants take the survey and provide constructive feedback.

Primary Pilot

The Primary Pilot was conducted from September 11, 2024, to October 4, 2024, by distributing the survey instrument and promoting participation in both Colombia and the United States through multiple channels. These included LinkedIn groups, email outreach to the researcher's natural market in both countries, follow-up via phone calls and WhatsApp contacts, and engagement with chambers of commerce in the United States and Colombia. 48 American and 90 Colombian participants completed the questionnaire in English and Spanish, respectively. All sample responses were subjected to a validation process to assess qualification criteria, detect missing data, and identify attention-check failures. The primary objective of this phase was to evaluate the reliability and factor structure of the measurement scales, ensuring that the instrument was both accurate and robust for the main study.

Figure 3 Shows the research pilot study model.

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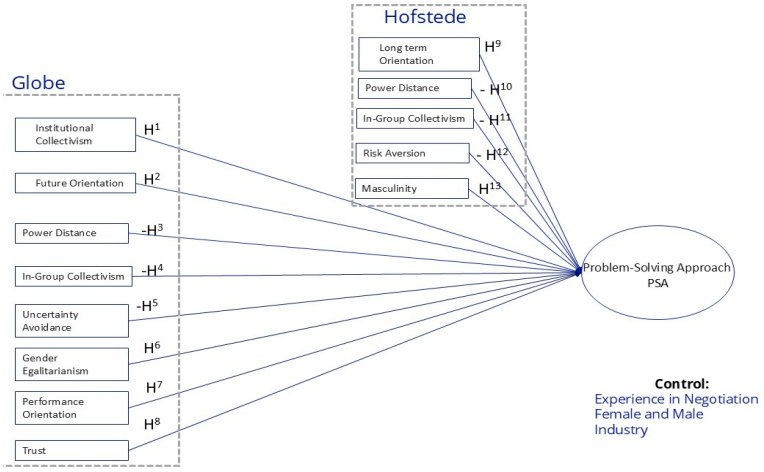
Figure 3 Pilot Study Model



USA Sample

Of the 48 respondents in the U.S. sample, six indicated that they were not involved in negotiations and were therefore excluded. Additionally, 4 participants did not complete the survey, and 5 failed the validation checks by answering questions Q1 and Q2 incorrectly. After applying these exclusion criteria, 33 valid responses remained. Further analysis of completion time revealed one outlier (case 25), which was subsequently removed. As a result, the final sample for the United States consisted of 32 validated participants. The median survey completion time for this group was 1,078 seconds, or approximately 17.9 minutes per questionnaire in English.

Colombian Sample

Of the 90 respondents who initially accessed the survey, several were excluded based on predefined eligibility and data quality criteria. One participant was not a

Colombian citizen, and 17 reported not being involved in negotiations, disqualifying them from the study. Additionally, 11 respondents did not complete the survey, while 9 failed to answer the first validation question (Q1) and 4 failed to answer the second validation question (Q2). Following these exclusions, outlier cases based on unusually short completion times—specifically cases 37, 31, 27, and 26—were also removed to ensure data reliability. After applying all exclusion criteria, the final sample consisted of 35 Colombian citizens who met the eligibility requirements and provided valid responses.

After applying exclusion criteria (e.g., non-citizenship, no negotiation experience, incomplete responses, and validation failures), the final validated sample comprised 35 Colombian and 32 U.S. participants. These samples were diverse in terms of gender, negotiation experience, and industry, enhancing the external validity of the findings.

Reliability Analysis

Cronbach's alpha coefficients were computed to assess the internal consistency of each scale. Hofstede's variables demonstrated strong reliability across samples. The GLOBE variables showed acceptable reliability for most constructs. However, they indicated the need for refinement in dimensions such as in-group collectivism for Colombia and institutional collectivism in the U.S. sample.

Table 3 Scale Reliability – Hofstede vs. Globe

Globe's Theory	USA	Colombia
Future orientation	0.617	0.693
Power distance	0.728	0.710
In-group collectivism	0.665	0.336
Uncertainty avoidance	0.719	0.507
Gender egalitarianism	0.600	0.572
Performance orientation	0.709	0.596

Globe's Theory	USA	Colombia
Institutional collectivism	0.473	0.779
Trust	0.955	0.743
Hofstede's Theory	**USA**	**Colombia**
Long term orientation	0.872	0.775
Power distance	0.647	0.760
In-group collectivism	0.734	0.832
Uncertainty avoidance	0.770	0.802
Masculinity	0.756	0.751

Methodological Note

Although some of the scales used in this study yielded Cronbach's alpha coefficients below the conventional threshold of 0.70, cross-cultural research literature supports the use of composite indices, especially in exploratory studies based on the GLOBE framework (Volkema, 2004; Taras et al., 2010). As Cortina (1993) explains, Cronbach's alpha is sensitive to the number of items and the breadth of the construct being measured; thus, lower reliability estimates may not invalidate the utility of a scale, especially when constructs are theoretically sound and empirically supported. In such cases, composite indices can be meaningful predictors in multivariate analyses. Cultural constructs are often shaped by complex and multifaceted contextual influences, which may limit internal consistency without undermining their theoretical or predictive validity. This strategy is consistent with the meta-analytic work of Taras et al. (2010), who demonstrated that aggregated cultural indices can be effectively used to capture meaningful differences across cultural contexts, even in the absence of high internal consistency. Accordingly, this study adopted the use of composite indices by aggregating item scores for each cultural dimension. This approach aligns with established methodological practices in cross-cultural research and enables the use of these indices as predictor variables in a general

linear model (GLM) to assess the influence of cultural and relational factors on the adoption of the problem-solving approach (PSA) in negotiation contexts. Given the use of composite indices, the linguistic differences between the English and Spanish versions of the survey, and the relatively low internal consistency of certain scales, this study did not apply multigroup analysis techniques such as structural equation modeling (SEM). Instead, GLM was selected as a robust alternative to examine group-level effects without requiring strict measurement invariance (Steenkamp & Baumgartner, 1998).

Pilot Key Findings

The pilot study revealed strong internal consistency for Hofstede's scales in Colombia and the U.S. At the same time, specific GLOBE dimensions (e.g., institutional collectivism in the U.S. and in-group collectivism in Colombia) required further examination. These pilot findings suggest potential insights in line with (Schoen, 2021), who notes that no prior studies have examined the impact of institutional collectivism, gender egalitarianism, future orientation, in-group collectivism, and performance orientation on PSA, which Hofstede's model does not fully capture.

Finally, in the pilot, the PSA scales from Calantone et al. (1998) demonstrated limited reliability (Cronbach's alpha = 0.521 for Colombia; 0.617 for the U.S.).

Proposed Statistical Analysis

This study proposes using each cultural construct as an index and employing a general linear model (GLM) to test the hypothesized relationships between cultural dimensions, trust, and the adoption of the problem-solving approach (PSA). GLM is

suitable for composite indices, making it appropriate for testing cultural and psychological predictors derived from Likert-scale data.

Given that PSA is the dependent variable, GLM enables the evaluation of main effects from each cultural dimension (institutional collectivism, future orientation, power distance, in-group collectivism, uncertainty avoidance, gender egalitarianism, performance orientation) and trust while controlling for covariates such as gender, negotiation experience, and industry. The analysis will be conducted separately for the U.S. and Colombian samples to explore potential differences in predictor strength and directionality across cultural contexts. GLM allows for the inclusion of composite index scores, which have been constructed for each cultural dimension, following practices commonly adopted in cross-cultural research. This methodology enables a robust and flexible analysis of how societal-level values relate to individual negotiation behavior, while accounting for measurement variation in intercultural contexts.

Assumptions of GLM—linearity, homoscedasticity, normality of residuals, and absence of multicollinearity—will be tested prior to the interpretation of results. Significant predictors will be identified using a threshold of $p < .05$, and effect sizes will be reported to interpret the magnitude of each relationship.

This chapter details the methodological procedures guiding this research, from survey design and pilot testing to final sample validation and variable measurement. The pilot study provided critical insight into instrument reliability and informed key adjustments. The final study builds on this foundation to empirically test PSA adoption's

cultural and relational predictors in negotiation contexts involving professionals from the United States and Colombia.

The final analysis focused on the GLOBE part of the pilot model and on improving the measurements for PSA, adapted from Calantone et al. (1998). Two additional scales from Shell's (1999) The Bargaining Styles Assessment Tool was incorporated to address reliability concerns. This tool provides a straightforward way to assess negotiation preferences by focusing on two primary dimensions: competitive and cooperative styles. The revised scales included nine items measured on a seven-point Likert scale. The fully bilingual dissertation author translated these scales and verified the translations through double peer review.

Table 4 Provides descriptive statistics for pilot data, including item scales, means, standard deviations, and Cronbach's alpha values for each construct in the United States and Colombia.

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Table 4 Descriptive statistics - Pilot data (nusa=32, ncol=35)

Construct name and Reference	Item	Mean-USA	SD USA	Mean Col	SD Col
Institutional collectivism					
(House et al., 2004) α USA = 0.473 α Col = 0.779	In this society, leaders encourage group loyalty even if individual goals suffer	4.53	1.831	4.60	1.499
	In this society group cohesion is valued more than individualism.	4.06	1.759	4.34	1.589
Future orientation					
(House et al., 2004) α USA = 0.617 α Col = 0.693	In this Society, the accepted norm is to plan for the future more than accept the status quo	3.59	1.932		
	In this Society, social gatherings are more often planned well in advance (more weeks in advance) than spontaneously (less than an hour in advance).	3.16	1.668		

Construct name and Reference	Item	Mean-USA	SD USA	Mean Col	SD Col
	In this society, more people live for the present than live for the Future			2.46	1.314
	In this society, people place more emphasis on resolving current problems than plan for the future			2.31	1.022
Long term orientation					
Dorfman and Howell (1988); α USA = 0.872 α Col = 0.775	Managers must be persistent to accomplish objectives.			6.06	1.162
	There is a hierarchy to on-the-job relationships and it should be observed.				
	A good manager knows how to economize.	6.13	1.289	5.63	1.190
	It is important to have conscience in business.	6.38	1.212		
	Respect for tradition hampers performance.			4.34	1.662
Power distance Globe					
(House et al., 2004) α USA = 0.728 α Col = 0.710	In this society, a person's influence is based primarily on (one's ability and contribution to society, rather than the authority of one's position:			4.43	1.461
	In this society, people in positions of power try to increase their social distance from less powerful individuals more than decrease their social distance from less powerful people	4.19	1.491		
	In this society, rank and position in the hierarchy have special privileges	6.06	0.878	5.91	1.147
	In this society, power is concentrated at the top, more than shared throughout the society.	5.25	1.545	5.97	0.954
Power distance Hofstede					
Dorfman and Howell (1988); α USA = 0.647 α Col = 0.760	Managers should make most decisions without consulting subordinates.	2.50	1.391	2.77	1.497
	It is frequently necessary for a manager to use authority and power when dealing with subordinates.	3.22	1.497		
	Managers should seldom ask for the opinions of employees.	2.69	2.055		
	Employees should not disagree with management decisions.			2.49	1.067
	Managers should not delegate important tasks to employees			1.23	1.239

Construct name and Reference	Item	Mean-USA	SD USA	Mean Col	SD Col
Uncertainty avoidance Globe					
(House et al., 2004) α USA = 0.719 α Col = 0.507	In this society, orderliness and consistency are stressed, even at the expense of experimentation and innovation				
	In this society, most people lead highly structured lives with few unexpected events			3.14	1.353
	In this society, societal requirements and instructions are spelled out in detail so citizens know what they are expected to do	2.28	1.114	3.26	1.521
	This society has rules or laws to cover almost all the situations	2.63	1.680	5.69	1.132
Uncertainty avoidance Hofstede					
Calantone, R. J.-W. (1998). α USA = 0.770 α Col = 0.802	I like to dive from a high springboard.	5.31	1.908		
	I like to drive with dare-devil drivers	5.13	1.897	5.31	1.586
	I like to be a test pilot.			4.57	1.883
	I like to ride out a storm in a small boat.			5.37	1.646
	I like to go on a rocket ship to the moon.	4.66	2.295		
In group collectivism Globe					
(House et al., 2004) α USA = 0.665 α Col = 0.336	In this society, children take pride in the individual accomplishments of their parents			5.89	0.796
	In this society, aging parents generally live at home with their children	2.28	1.114		
	In this society, children generally live at home with their parents until they get married.	2.63	1.680	5.86	0.810
In group collectivism Hofstede					
Dorfman and Howell (1988). α USA = 0.734 α Col = 0.832	Group welfare is more important than individual rewards.	3.50	1.626	5.23	1.374
	Group success is more important than individual success.	3.91	1.553	5.23	1.190
	Being accepted by the members of your work group is very important.	5.25	1.218	5.51	1.245

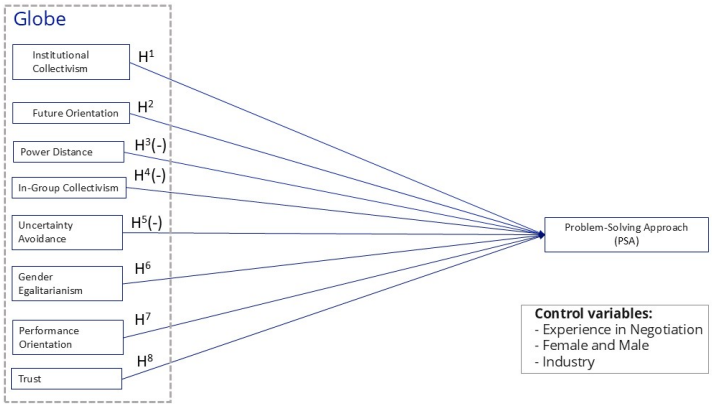
Construct name and Reference	Item	Mean-USA	SD USA	Mean Col	SD Col
Gender egalitarianism					
(House et al., 2004) α USA = 0.600 α Col = 0.572	In this society, boys are encouraged more than girls to attain a higher education	5.66	1.335		
	In this society, there is more emphasis on athletic programs for boys than girls	3.88	1.930	3.80	1.876
	In this society, it is worse for a boy to fail in school than for a girl to fail in school	5.78	1.099	4.94	1.608
Masculinity					
Dorfman and Howell (1988). α USA = 0.756 α Col = 0.751	Meetings are usually run more effectively when they are chaired by a man.	5.72	1.085		
	It is more important for men to have a professional career than it is for a woman to have a professional career.	5.66	1.516	5.40	1.376
	Men usually solve problems with logical analysis; women usually solve problems with intuition.			4.71	1.708
	Solving organizational problems usually requires an active forcible approach which is typical of men.			5.23	1.437
	It is preferable to have a man in a high-level position rather than a woman.	6.03	1.062		
Performance orientation					
(House et al., 2004) α USA = 0.709 α Col = 0.596	In this society, teen-aged students are encouraged to strive for continuously improved performance	5.06	1.501	4,43	1.685
	In this society, major rewards are based on (only performance effectiveness more than performance effectiveness for example, seniority or political connections	4.41	1.604		
	In this society, being innovative to improve performance is generally substantially rewarded	5.34	1.285	3.34	1.552
Trust					
(Yamagishi & Yamagishi, 1994) α USA = 0.955 α Col = 0.0743	Most people are basically honest.	5.16	1.370	4.66	1.731
	Most people are trustworthy.	5.03	1.425		
	Most people are basically good and kind.			5.31	0.963
	Most people are trustful of others.	4.69	1.491	5.11	1.132

Construct name and Reference	Item	Mean-USA	SD USA	Mean Col	SD Col
Negotiation problem-solving approach (PSA)					
Calantone, R. J.-W. (1998). α Col = 0.521 α USA = 0.617	In negotiations, rate your own bargaining strategy between self-interested and solving a mutual problem.	7.09	1.83	6.86	2.303
	In negotiations, rate your own bargaining strategy between deceptive and honest.	8.54	0.80	8.51	0.818
	In negotiations, rate your own bargaining strategy between unbiased and biased.	3.80	2.27	4.69	2.553

Having established the methodological foundation and validated the research instrument through iterative pilot testing and scale refinement, the next phase of this dissertation focuses on the empirical examination of the proposed hypotheses. Chapter V presents the results of the main study, including descriptive statistics, reliability assessments, and inferential analyses using general linear models (GLM). Composite indices were created for each cultural dimension based on the factor analysis performed during scale validation. These indices predict the problem-solving approach (PSA) in negotiation behaviors, allowing for a cross-national comparison between the United States and Colombia. The analyses reveal both convergences and divergences in cultural patterns, providing important insights into how cultural values and interpersonal trust influence negotiation strategies in distinct socio-cultural contexts.

V. DATA ANALYSIS AND RESULTS

Figure 4 Main Study Model



This chapter presents the results of the main study based on a cross-national dataset collected from professionals in Colombia and the United States. Data were gathered using Cloud Research, comprising 267 U.S. and 239 Colombian respondents. Participants were aged between 25 and 80 and completed all survey items. In Colombia, US$4 was paid, and in the USA, US$2 was paid for each participant. Data were cleaned and validated using SPSS V29, including checks for distributional assumptions, attention filters, missing values, and outliers.

A dimensionality reduction process was conducted before computing the composite indices to ensure construct validity and improve the psychometric quality of the scales. Factor analysis using oblimin rotation was performed, and Cronbach's alpha was found for the seven GLOBE dimensions and trust for the data gathered in this study. The data were

analyzed using *IBM SPSS Statistics for Windows* (2022). For a detailed table of factor loadings, see Appendix F and G.

This involved examining the factor loadings of individual items using exploratory analysis. Only the items that loaded strongly on their respective theoretical constructs were retained. Composite indexes were created for each construct by averaging the respective Likert-scale items. This approach aligns with standard practices in cross-cultural research. (Volkema, 2004; Yeganeh, 2013).

Demographics Statistics

United States Sample

After exclusions based on participation and validation criteria, the final U.S. sample consisted of 120 respondents. The median response time was 866.74 seconds (approximately 14.43 minutes). The gender distribution included 48 men (40%) and 72 women (60%). Participants represented a variety of industries, with the largest groups coming from Accommodation and Food Services (13.3%), Healthcare (13.3%), and Manufacturing (12.5%). Most participants were over the age of 50 (88.3%).

Table 5 USA Sample characteristics

	N	**%**
18<N<24	1	0.8%
25<N<34	2	1.7%
35<N<44	9	7.5%
45<N<50	2	1.7%
Over 50	106	88.3%
Industry 1- Trade	2	1.7%
Industry 2- Education	11	9.2%
Industry 3 – Agriculture	1	0.8%
Industry 4-Other services	4	3.3%
Industry 5-Utilities	9	7.5%
Industry 6-Real State	4	3.3%

	N	%
Industry 7-Technology	3	2.5%
Industry 8-Accommodation and Food Services	16	13.3%
Industry 9-Art entertainment and recreation	1	0.8%
Industry 10-Construction	4	3.3%
Industry 11-Information	10	8.3%
Industry 12-Finance and Insurance	9	7.5%
Industry 13-Healthcare and Social Assistance	16	13.3%
Industry 14-Transportation and Warehousing	5	4.2%
Industry 15-Professional, scientific and Technical Services	3	2.5%
Industry 16-Manufacturing	15	12.5%
Industry 17-Retail Trade	7	5.8%
1- Man	48	40%
2- Women	72	60%

Colombian Sample

After applying exclusion criteria, the final Colombian sample consisted of 121 participants. The median response time was 14.4 minutes. The gender distribution included 50 men (41.3%) and 71 women (58.7%). Key industries represented included Trade (24.8%), Utilities (13.2%), and Retail (9.1%). The age distribution was diverse, with a median age of 45.

Table 6 Colombian sample characteristics

	N	%
Under 18	1	0.8%
18<N<24	2	1.7%
25<N<34	42	34.7%
35<N<44	35	28.9%
45<N<50	19	15.7%
Over 50	22	18.2%
Industry 1- Trade	30	24.8%
Industry 2- Education	11	9.1%

	N	%
Industry 3 – Agriculture	6	5.0%
Industry 4-Other services	3	2.5%
Industry 5-Utilities	16	13.2%
Industry 6-Real State	4	3.3%
Industry 7-Technology	2	1.7%
Industry 8-Accommodation and Food Services	6	5.0%
Industry 9-Art, entertainment, and recreation	0	0%
Industry 10-Construction	7	5.8%
Industry 11-Information	2	1.7%
Industry 12-Finance and Insurance	6	5.0%
Industry 13-Healthcare and Social Assistance	6	5.0%
Industry 14-Transportation and Warehousing	2	1.7%
Industry 15-Professional, Scientific and Technical Services	4	33%
Industry 16-Manufacturing	5	4.1%
Industry 17-Retail Trade	11	9.1%
1- Man	50	41.3%
2- Women	71	58.7%

Finally, Table 7 shows descriptive statistics of the main study.

Table 7 Descriptive Statistics - Main Study

Construct	Item	Mean USA	SD USA	Mean Col	SD Col
Institutional collectivism	In this society, leaders encourage group loyalty even if individual goals suffer	4.71	1.387	5.62	1.112
(House et al., 2004)	The economic system in this society is designed to maximize individual interests more than collective interests			6.12	0.896
	In this society, being accepted by the other members of a group is very important	5.26	1.280		
	In this society, group cohesion is valued more than individualism.	4.68	1.472	5.17	1.578

Construct	Item	Mean USA	SD USA	Mean Col	SD Col
Future orientation	In this society, more people live for the present than live for the Future	4.41	2.548	3.89	1.712
(House et al., 2004)	In this society, people place more emphasis on resolving current problems than planning for the future	4.41	2.487	4.17	1.621
Power distance Globe	In this society, a person's influence is based primarily on (one's ability and contribution to society, rather than the authority of one's position:	5.03	1.319	5.35	1.321
(House et al., 2004)	In this society, followers are expected to (obey their leaders without question: more than question their leaders when in disagreement:	4.57	1.733	4.77	1.647
	In this society, people in positions of power try to increase their social distance from less powerful individuals more than decrease their social distance from less powerful people	5.13	1.372	5.54	1.218
Uncertainty avoidance Globe	In this society, orderliness and consistency are stressed, even at the expense of experimentation and innovation	4.44	1.448	4.50	1.385
(House et al., 2004)	In this society, most people lead highly structured lives with few unexpected events	3.74	1.515	3.47	1.608
	In this society, societal requirements and instructions are spelled out in detail so citizens know what they are expected to do	4.63	1.572		
	This society has rules or laws to cover almost all situations.			4.77	1.647
In group collectivism Globe	In this society, children take pride in the individual accomplishments of their parents	4.67	1.491	5.62	1.112
(House et al., 2004)	In this society, parents take pride in the individual accomplishments of their children	6.02	0.917	6.12	0.896
Gender egalitarianism	In this society, boys are encouraged more than girls to attain a higher education	4.11	1.733	3.81	1.800
(House et al., 2004)	In this society, it is worse for a boy to fail in school than for a girl to fail in school	3.72	1.557	3.29	1.562
	In this society, people are generally more physical than non-physical	4.73	1.554	4.19	1.540

Construct	Item	Mean USA	SD USA	Mean Col	SD Col
Performance orientation	In this society, teenage students are encouraged to strive for continuously improved performance			4.83	1.547
(House et al., 2004)	In this society, major rewards are based on (only performance effectiveness more than other than performance effectiveness for example seniority or political connections	4.43	1.527		
	In this society, being innovative to improve performance is generally substantially rewarded	4.70	1.281	4.09	1.703
Trust	Most people are basically honest.	4.52	1.517	4.05	1.707
(Yamagishi & Yamagishi, 1994)	Most people are trustworthy.	4.46	1.489	4.17	1.635
	Most people are basically good and kind.	4.73	1.376	4.55	1.586
Problem solving approach - Ncoll	I Identify and discuss all of our differences.	17.39	1.040	17.70	0.937
The Bargaining Styles Assessment Tool developed by G. Richard Shell (2001)	I develop options that address both parties needs	17.58	0.958	17.83	0.925
	I pay attention to the other person´s needs	17.62	1.014	17.78	1.099

Consistent with prior cross-cultural research composite indexes were created for each cultural dimension by averaging the respective Likert-scale items (Volkema, 2004; Yeganeh, 2013) . The study uses each cultural construct as an index, an approach that aligns with common practice in intercultural studies where complex constructs, such as culture, may not produce high internal consistency but can be validly represented through aggregated means. The general linear model (GLM) was then employed to test the hypotheses, as GLM allows the assessment of the impact of these composite indexes on the adoption of the problem-solving approach (PSA), while avoiding the challenges of measurement equivalence across languages Primayanti & Sihotang, (2024). This

methodological choice responds to the specific nature of this study, in which survey instruments were administered in English and Spanish, precluding direct multi-group comparisons.

Composite Index Construction

Composite indices were calculated for each construct by averaging the Likert-scale items retained after factor analysis to compare cultural orientations between the United States and Colombia. This approach enhances construct validity and is consistent with accepted practices in cross-cultural psychology and international business research (Taras et al., 2012).

Table 8 summarizes the media and standard deviation for each index per country.

Deleted: Table 8Table 8

Table 8 Composite Index summary by country

	Media USA	Desv. Standard USA	Media Colombia	Desv. Standard Colombia
Institutional collectivism	4.88	1.08	4.20	1.23
Future orientation	4.40	1.28	4.03	1.47
Power distance	4.90	1.16	5.21	1.16
In–group collectivism	5.34	0.98	5.86	0.91
Uncertainty avoidance	4.26	1.15	4.24	1.17
Gender egalitarianism	4.18	1.31	3.76	1.36
Performance orientation	4.56	1.20	4.45	1.42
Trust	4.56	1.38	4.25	1.48

A visual comparison of these indices is provided in Figure 5, which facilitates the interpretation of the cultural gaps across the two national contexts.

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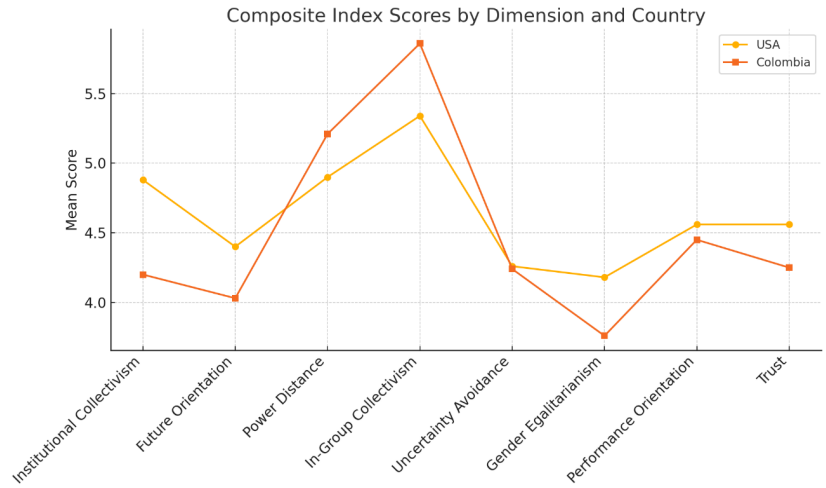
Figure 5 Comparative Composite Indices: USA Vs. Colombia



To further illustrate the differences in cultural constructs between the two national samples, these indices, computed after dimensionality reduction and averaging of retained items, reflect the respondents' agreement levels with cultural attributes associated with the GLOBE dimensions and trust. The figure shows Colombian respondents scored higher on power distance and in-group collectivism. In contrast, U.S. participants scored higher on institutional collectivism, future orientation, gender egalitarianism, performance orientation, and trust. These patterns provide additional insight into the cultural contrasts shaping negotiation behaviors in each context.

GLM and Hypotheses Testing

Before interpreting the GLM results, a confirmatory factor analysis and dimension reduction were performed to test the model's convergent and discriminant validity, as well as the overall measurement quality of the factors included in the model.

In the U.S. sample, the general linear model (GLM) analysis yielded an R^2 value of 0.141, indicating that the model explained 14.1% of the variance in PSA. In the Colombian sample, the model explained 21.5% of the variance in PSA, with an R^2 value of 0.215.

GLM Summary Table

Table 9 resumes the coefficient and significance of the Globe dimensions and trust impact on the PSA dependent variable in the USA and Colombia samples.

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Table 9 USA and Colombia GLM Coefficients and Significance

Globe Study Dimension	H	USA				Colombian			
		B	**Std. Error**	**T**	**Sig**	***B***	**Std. Error**	**T**	**Sig**
Institution Collectivism	H1	0.102	0.085	1.722	0.088	-0.053	0.063	-.0855	0.405
Future Orientation	H2	-0.026	0.071	-0.367	0.715	-0.066	0.050	-1.304	0.195
Power distance	H3	0.033	0.083	0.404	0.687	0.119	0.069	1.725	0.087
In – Group Collectivism	H4	Not Included	Not Included	Not Included	Not Included	0.196	0.085	2.194	0.030
Uncertainty Avoidance	H5	0.132	0.084	1.569	0.120	-0.037	0.068	-0.540	0.590
Gender Egalitarianism	H6	-0.043	0.073	-0.583	0.561	-0.142	0.054	-2.649	0.009
Performance Orientation	H7	0.063	0.077	0.809	0.420	0.118	0.061	1.929	0.056
Trust	H8	0.055	0.064	0.864	0.390	0.077	0.054	1.420	0.227
Experience		-0.071	0.053	-1.341	0.183	0.065	0.054	1.215	0.227

In H1, I hypothesized that PSA levels will increase as a negotiator's institutional collectivism increases. The regression analysis results for the USA sample ($\beta = 0.102$, $p = 0.088$) and Colombia ($\beta = -0.053$, $p = 0.405$), $p > 0.05$, institutional collectivism, were not supported in either country.

H2, I hypothesized that PSA levels will increase as a future orientation Organization increases. The regression analysis results for the USA sample (β = - 0.026, p = 0.715) and the Colombian sample (β = -0.066, p = 0.195) both lack statistical significance, suggesting that future orientation may not be a critical factor in driving problem-solving approach in the USA and Colombia. Future orientation was not supported in either country.

H3, I hypothesized that PSA levels will decrease as a negotiator's power distance increases. The regression analysis results for the USA Sample are (β = 0.033, p = 0.687), and the Colombian sample (β = 0.119, p = 0.087). Power distance was not supported in either country.

H4, I hypothesized that PSA levels will increase as a negotiator's In-group collectivism decreases. In-group collectivism was not supported in the USA due to a dropped scale. However, it was supported in Colombia (β = 0.196, p = 0.030), suggesting that in-group collectivism in Colombia has a moderate positive and statistically significant impact on problem-solving approach ($p < 0.05$).

H5, I hypothesized that reported PSA levels will decrease as a negotiator's uncertainty avoidance increases. The regression analysis results for the USA Sample are (β = 0.132, p = 0.120), and the Colombian sample shows (β = -0.037, p = 0.590). Uncertainty avoidance was not supported in either country.

H6, I hypothesized that reported PSA levels will increase as a negotiator's gender egalitarianism increases. The regression analysis results for the USA Sample are (β = - 0.043, p = 0.581), and the Colombian sample (β = -0.142, p = 0.009). Gender egalitarianism was supported in Colombia (β = -0.142, p = 0.009) but not in the USA.

H7, I hypothesized that reported PSA levels will increase as a negotiator's performance orientation increases. The regression analysis results for the USA Sample are (β = 0.063, p = 0.420), and the Colombian sample shows (β = 0.118, p = 0.056). Performance orientation was not supported in Colombia (p = 0.056) and was not supported in the USA.

H8, I hypothesized that the negotiator's trusting nature will increase, and the negotiator's PSA levels will increase. The regression analysis results for the USA Sample (β = 0.055, p = 0.390) and the Colombian sample (β = 0.077, p = 0.158). In the USA. Trust was not supported in either country.

The lack of statistically significant predictors in the U.S. model is noteworthy. This may be due, in part, to the multicultural nature of U.S. society, often described as a melting pot where individuals from diverse backgrounds gradually adopt shared values and behavioral norms (Huntington, 2004), which may attenuate the measurable effects of cultural dimensions in negotiation contexts.

According to the Hypotheses Summary (Table 12), the results for H4 indicate that higher levels of in-group collectivism significantly predicted the use of the problem-solving approach (PSA) in negotiation in the Colombian sample (β = 0.196, p = 0.030). Similarly, the results for H6 showed that Gender Egalitarianism was also a significant predictor of PSA adoption in Colombia (β = – 0.142, p = 0.009). By contrast, no cultural variables examined significantly predicted the problem-solving approach in the U.S. sample.

Table 10 Hypotheses Significance

Hypotheses	Results					
	USA			Colombia		
	Results	***β***	***p*-value**	**Results**	***β***	***p*-value**
H1 - Higher institutional collectivism increases the problem-solving approach (PSA).	Not Supported	0.102	0.088	Not Supported	-0.053	0.405
H2 - Higher future orientation increases the problem-solving approach (PSA).	Not Supported	-0.026	0.715	Not Supported	-0.066	0.195
H3 - Higher power distance decreases the problem-solving approach (PSA).	Not Supported	0.033	0.687	Not Supported	0.119	0.087
H4 - Lower in-group collectivism increases the problem-solving approach (PSA).	Not Included Because of Poor Reliability Scale.	Not study	Not study	**Supported**	0.196	0.030*
H5 - Higher uncertainty avoidance decreases the problem-solving approach (PSA).	Not Supported	0.132	0.120	Not Supported	-0.037	0.590
H6 - Higher gender egalitarianism increases the problem solving approach (PSA).	Not Supported	-0.043	0.561	**Supported**	-0.142	0.009**
H7 - Higher performance orientation increases the problem-solving approach (PSA).	Not Supported	0.063	0.420	Not Supported	0.118	0.056
H8 - Higher trust increases the problem-solving approach (PSA).	Not Supported	0.055	0.390	Not Supported	0.077	0.227

Note: *p<.05; **p<.01; ***p<.001

Control Variables

Control variables, including experience and gender, were not statistically significant in either sample. These findings indicate that cultural factors influence negotiation behavior differently in Colombia and the United States.

The empirical analysis in this chapter has provided valuable insights into the cultural dimensions that influence the adoption of a PSA in negotiations. While no significant predictors were found in the U.S. sample, two dimensions, in-group collectivism and gender egalitarianism, were significant in the Colombian context. These results highlight the need to consider culturally contingent variables when developing negotiation strategies.

The next chapter explores these findings' theoretical, practical, and methodological implications. Chapter VI discusses how these results contribute to the broader field of intercultural negotiation, addresses challenges in cross-cultural measurement, and proposes recommendations for practitioners and educators involved in international negotiation settings.

VI. IMPLICATIONS

Theoretical Implications

This study contributes to the literature on intercultural negotiation in two keyways. First, it expands the body of knowledge on cultural influences in negotiation. Second, it adds to the discussion on developing valid measures in comparative cultural studies.

Schoen (2021) notes that no studies have examined the impact of the GLOBE cultural dimensions—institutional collectivism, future orientation, power distance, in-group collectivism, uncertainty avoidance, gender egalitarianism, and performance orientation—on negotiation strategies. This study is among the first to empirically explore these dimensions' influence on negotiation outcomes among professionals in the U.S. and Colombia.

A key theoretical finding is that gender inequality negatively predicts Colombia's collaborative or problem-solving negotiation strategies. In contexts with more pronounced gender disparities, negotiators may be more inclined to adopt competitive approaches instead of seeking mutually beneficial solutions. In contrast, gender egalitarianism did not significantly impact the negotiation PSA in the U.S., suggesting stronger cultural salience in Colombia. This dimension, though, is questioned for its conceptual clarity (Hofstede et al., 2010), proved to be a meaningful predictor in the Colombian sample, highlighting the importance of revisiting its utility in cultural research (Medina-Hernández et al., 2021).

Similarly, in-group collectivism significantly influenced negotiation PSA in Colombia. However, it was irrelevant in the U.S. Colombia's collectivist orientation emphasizes relational ties, while the U.S. is generally more individualistic. In this context,

in-group ties shaped negotiation approaches in Colombia but showed no influence in the U.S. These results emphasize the importance of relationship-building in Colombia negotiation contexts. Ogliastri (2001) noted that in Colombia, there is a strong preference for negotiating among friends.

Although not statistically significant, institutional collectivism was the only cultural dimension that approached relevance in the U.S. sample. This suggests that collective institutional values may subtly shape American negotiation behavior, warranting further investigation.

Jacoby (1978) emphasized that statistical significance is irrelevant if measurement instruments lack conceptual or contextual validity. This study observed different reliability levels and factor loadings between the U.S. and Colombian samples, particularly in institutional collectivism, uncertainty avoidance, and performance orientation. These discrepancies call for more rigorous validation techniques to ensure equivalence across cultural groups (Fletcher et al., 2014; Graham & Mintu-Wimsatt, 1997; Whorf, 2012). For this reason, the composite index methodology was selected, as it allows for the construction of more stable and comparable indicators across cultures despite differences in item-level properties.

Practical Implications

Negotiation is a critical process in international business (Salacuse, 2003). The problem-solving approach (PSA), as defined by Mintu-Wimsatt & Graham (2004), is a cooperative strategy that fosters long-term relationships and successful outcomes. However, cultural misunderstandings can undermine this approach (Arbeláez & Culpan, 1995).

This study reveals that the in-group collectivism and gender egalitarianism cultural dimensions from GLOBE influence PSA adoption differently in the U.S. and Colombia. For example, U.S. negotiators should be aware of regional variations in gender norms in Colombia. While gender egalitarianism is culturally embedded in American norms, in Colombia, it still plays a salient role in shaping negotiation behavior. Attitudes in cities like Barranquilla may differ significantly from those in Bogotá or Cali.

Likewise, relationship-building is essential in Colombian negotiation. U.S. professionals should recognize the value of personal connection and be prepared to invest time in building trust. Conversely, Colombians negotiating in the U.S. should adopt a more task-focused and gender-neutral approach, in line with American legal norms and expectations.

Cultural diversity within each country also matters. Scholars such as Dheer et al. (2014) and Woodard (2012) have described the U.S. as culturally segmented into various regional cultures. Villamizar & Rodríguez Ávila (2021) notes similar intracultural diversity in Colombia. Tailoring negotiation strategies for these variations will improve outcomes.

Practical Guidelines for Achieving PSA

For U.S. negotiators:

- Develop gender-sensitive strategies informed by local norms.
- Prioritize interpersonal trust and group affiliation.

For Colombian negotiators:

- Use gender-neutral, merit-based approaches aligned with U.S. expectations.
- Focus on task orientation and structured agendas over relational cues.

Training Recommendations

Traditional Western negotiation training, such as that of Fisher and Ury (1981) may not be culturally suitable for all contexts. As suggested by (Schoen, 2021) and Brett & Gelfand (2006) cultural dimensions should be incorporated into training programs to equip international negotiators.

Intercultural training programs for Colombians should include:

- Awareness of gender role expectations.
- Strategies to manage in-group dynamics.

These findings offer a starting point for developing negotiation programs that reflect cultural specificity and support mutual understanding. A culturally grounded approach can enhance both academic research and real-world negotiation effectiveness.

VII. STUDY LIMITATIONS AND FUTURE RESEARCH

This study offers valuable insights into how cultural dimensions and interpersonal trust influence the adoption of the problem-solving approach (PSA) in negotiations in the United States and Colombia. However, like all empirical research, it has limitations that provide opportunities for further investigation.

Geographical and Sampling Limitations

First, the research focuses exclusively on negotiation professionals in the U.S. and Colombia. While these countries represent contrasting cultural paradigms—individualism versus collectivism, low versus high power distance, this focus limits the generalizability of the findings. Future studies could expand the scope to include additional Latin American countries or diverse cultural clusters to assess the robustness of the findings across regions. Moreover, intranational cultural variation was not addressed. Regional cultural differences, such as between the U.S. West Coast and the Andes region in Colombia, or the East Coast of New York and the Colombian Amazon, would be valuable to explore. Investigating such intracultural diversity may yield more nuanced insights.

Second, the study relied on an online data collection platform (Cloud Research), which may have introduced sampling biases. The sample may not fully represent the population regarding age, profession, or negotiation experience. Future studies should consider multi-method sampling techniques to enhance the diversity and representativeness of the data.

Measurement and Conceptual Limitations

Differences in scale reliability and item loading patterns across countries point to potential challenges in measurement equivalence. For example, institutional collectivism

and performance orientation exhibited different factor structures in the two samples. These discrepancies raise questions about the cross-cultural validity of standardized instruments. As Fletcher et al. (2014) note, language and semantic interpretation can drastically alter construct meaning. Future research should explore improving scale translation, adaptation, and validation methods in multilingual and multicultural contexts.

Although the constructs were adapted and translated for linguistic and cultural equivalence, the instruments were administered in two different languages: English in the United States and Spanish in Colombia. This limits direct group comparison, as linguistic and semantic nuances may have influenced how participants interpreted and responded to survey items. For this reason, the general linear model (GLM) approach was employed instead of a multi-group structural equation model (SEM), as it allows for within-group analysis without assuming measurement equivalence across languages.

Additionally, the in-group collectivism scale consisted of only two items, limiting its reliability. Future research should consider expanding and validating this construct to capture its full conceptual scope better.

Theoretical Opportunities for Further Study

Some findings approached statistical significance but did not meet the conventional $p < 0.05$ threshold. These trends underscore the limitations of rigid significance testing. As Amrhein et al. (2019) caution, dichotomous thinking around statistical significance may obscure emerging effects that merit further exploration. For instance, institutional collectivism in the U.S. and performance orientation in Colombia did not exhibit predictive power in a strict statistical sense but approached levels that warrant additional analysis.

These patterns warrant deeper analysis, potentially through alternative statistical methods or qualitative inquiry.

Institutional collectivism, while not significant in Colombia, was the only cultural dimension to approach significance in the U.S., suggesting that it may play a subtle role in shaping American negotiation behaviors. This is notable because the construct is absent in Hofstede's framework, making it a promising area for future research. Future research should examine how institutional collectivism influences negotiation processes across different cultural settings.

Similarly, performance orientation, unexpectedly, showed marginal influence in Colombia and no predictive value in the U.S., despite being traditionally associated with American competitiveness. This divergence may reflect contextual, or measurement differences and invites further investigation into how achievement-oriented cultures conceptualize negotiation success. Future studies could explore how different performance goals—e.g., efficiency versus relationship quality—interact with cultural norms to shape negotiation behavior.

While trust did not significantly impact PSA adoption in this study, it remains a conceptually important construct. As proposed by Kong and Yao (2019) trust may not be a universally defined construct and can take culturally specific forms. Future research should explore how trust manifests and operates within cultural negotiation scripts. For example, trust might influence relational positioning, issue framing, or solution generation rather than directly shaping PSA.

Time orientation also did not predict PSA adoption in this study. However, prior literature (e.g., Usunier, 2018) suggests that time perception can significantly shape

negotiation pacing and expectations. Future studies could examine the role of time-related values in shaping negotiation behavior beyond strategy choice.

Beyond cultural dimensions and trust, future research on the PSA in negotiation could benefit from integrating psychological and motivational theories that account for individual-level variance. For instance, personality traits based on the Big Five model (e.g., openness, agreeableness, emotional stability) have been linked to collaborative negotiation styles and could explain differences in PSA adoption across individuals, regardless of national culture (Barry & Friedman, 1998). Similarly, Schwartz's theory of basic human values (1992) offers a universal framework for understanding how values like benevolence and universalism may influence preferences for cooperative strategies. Emotional intelligence (Goleman, 1995) is another promising construct, as it has been associated with the capacity to manage conflict, build trust, and pursue mutually beneficial solutions—core aspects of PSA. Incorporating these theories into cross-cultural negotiation research could provide a richer, multidimensional understanding of negotiation behavior that accounts for cultural and individual drivers.

This study contributes to the understanding of how culture and trust affect negotiation strategies, while also highlighting the complexity and limitations of cross-cultural research. By addressing the outlined limitations and investigating the proposed avenues for future study, researchers can deepen our theoretical and practical grasp of intercultural negotiation dynamics, particularly in underexplored contexts like Latin America. Furthermore, future research may benefit from integrating intracultural variations, as Colombia and the U.S. exhibit notable regional cultural diversity. Studies focusing on

subnational identities and negotiation behavior could enrich the intercultural negotiation literature.

VIII. CONCLUSION

The primary objective of this study was to address the central research question: What are the cultural factors that impact the negotiation problem-solving approach (PSA) in the United States and Colombia?

The findings indicate that, in Colombia sample, several cultural dimensions from the GLOBE framework—particularly in-group collectivism and gender egalitarianism—significantly influence the use of PSA in negotiation. These results highlight the value placed on relational bonds and evolving gender roles in shaping collaborative approaches in Colombian negotiation contexts.

In the U.S. sample, although no cultural variable reached conventional levels of statistical significance, institutional collectivism showed a marginal trend toward relevance. This suggests that, despite the country's individualistic reputation, institutional mechanisms that support collective engagement may play a subtle but important role in shaping negotiation behavior. This tendency may also reflect the multicultural and heterogeneous nature of the United States, which, when projected into international business contexts, can appear more homogeneous and thus blur the distinct cultural patterns captured by traditional frameworks.

These findings underscore the critical importance of cultural awareness and preparation in international negotiations. Negotiators from the United States and Colombia must not only understand the values and expectations of their counterparts but also engage in self-reflection about their own cultural assumptions and styles. Cultural understanding is not a one-way street; it requires reciprocal awareness, flexibility, and humility. As one

reflects on intercultural competence, it becomes clear that meaningful communication and effective negotiation are grounded in mutual respect and a willingness to adapt.

Exploring and understanding cultural diversity is not merely a soft skill—it is a strategic imperative for sustainable growth, innovation, and peaceful collaboration. The failure to acknowledge cultural differences can lead to conflict and missed opportunities. Conversely, valuing diversity enriches personal and professional experiences, especially in cross-border business relationships.

To conclude, Inman (1942) eloquently captured the essence of the Latin American ethos:

"It is a sense of timelessness, an emphasis on the worth of personality, an initiative protest against the idea that success in business and the accumulation of wealth are superior accomplishments to the acquisition of culture, an insistence that to enjoy life one must renounce whatever would rob him of independence. In other words, it is life itself, not its possessions or achievements, that is most worthwhile. Being what you want to be is more important than getting what you want." (p. 36)

This perspective may inform a more nuanced and culturally respectful approach to conducting business with Latin American partners—one that balances performance with relational and cultural awareness. In this way, negotiation becomes more than a transactional exchange; it becomes a culturally attuned and human-centered process for co-creating value across borders.

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APPENDICES

Appendix A - Informed Pilot Letter

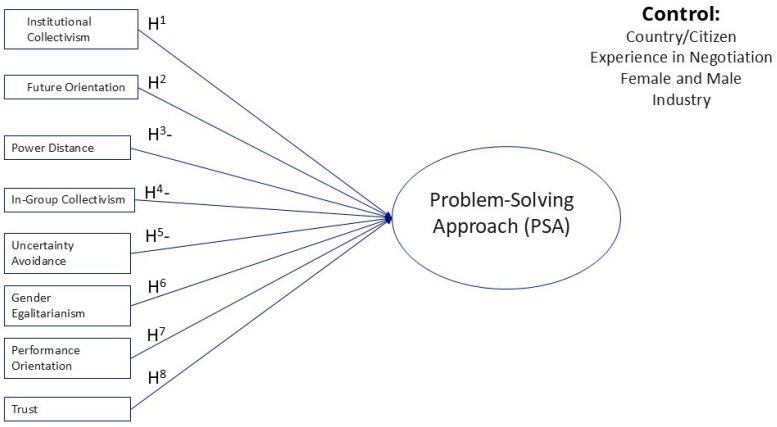
FIU | FLORIDA INTERNATIONAL UNIVERSITY

Dear Sir or Madam,

Thank you for taking the time to participate in this informed pilot for my research study looking at Culture Impacts in Negotiation.

Culture had been called the hidden enemy of international negotiation. Companies and countries negotiate to increase revenues, decrease costs, or keep the peace in a globalized world. How to carry out successful international negotiations? How does culture influence these negotiations? These questions are at the core of this research. It is very important for international negotiators to understand how culture influences the negotiation and understanding it will help to foster international partnerships and global peace.

This research aims to explore the cultural influence on negotiators between Colombia and the USA. At the end, I will have a better understanding of how culture impacts businesspeople in the USA and Colombia and how to adapt in international negotiations with the USA and Colombia. This research will add to the studies of intercultural negotiation.



In conjunction with other pilot team members, you will be evaluating the survey instrument that will be used to collect data for this study. During the primary pilot study, data will be collected from approximately 40 surveys whose participants will be recruited via email and social media and administered via Qualtrics. The respondents will be a random sample of American and Colombian Business Negotiators. The survey instrument has a total of 52 questions in 5 different sections:

1 consent question

2 qualifying questions

4 Control Questions

3 Experience questions

Cultural Dimensional questions

Institutional Collectivism 4 questions

Future Orientations 5 questions

Power Distance 5 questions

In group Collectivism 4 Questions

Uncertainty Avoidance 5 Questions

Gender Egalitarianism 5 Questions

Performance Orientation 3 Questions

Trust 5 questions|

Dependent variables

4 own bargainer strategy

2 validation Questions

As an informed pilot member, please consider the following potential issues while evaluating each of the 52 questions:

- Is the question clear and understandable?
- Is the question targeted to American or Colombian in Negotiations?
- Does the question rightly measure the variable of interest?
- Is the question double-barreled? Double Barreled Questions cover more than one topic. "And" or "or" within a question usually makes it double-barreled.
- Is the question leading? A leading question suggests to the respondent that the researcher expects or desires a particular answer.
- Is the question loaded? A loaded question asks the respondent to rely on their emotions more than the facts. Loaded questions contain "emotive" words with a positive or negative connotation.
- Is the question confusing? A confusing question lacks clarity making it difficult for the respondent to comprehend the question in the desired/required manner.
- Is the question ambiguous? An ambiguous question is open to more than one interpretation and has a double meaning.
- Is the question easy to understand and answer? If the respondent can easily understand and answer the question using the provided response choices.

You can access the informed pilot survey at the following link:

https://fiu.qualtrics.com/jfe/form/SV_2uigRIGEkV3XETY

If you have any questions or want to talk about any of your observations, please do not hesitate to reach out to me at 786-872-4797 or by email @ fparr018@fiu.edu.

Thank you in advance for your help with this research study.

Sincerely,

Fernando Alexander Parrado Herrera

Appendix B - Primary Pilot Invitation Letter

Study Cultural Differences' impact in Business

FIU | FLORIDA INTERNATIONAL UNIVERSITY

If you are an American or Colombian Citizen interested in contributing to International Business literature about how Culture Impacts Negotiation, please read below.

Hello, my name is Fernando Alexander Parrado Herrera. I am a business doctoral student at FIU (Florida International University) in Miami, FL, and I have chosen cultural and the impact of Negotiation as my research area. I have ten years of experience in intercultural negotiation, and I am looking to study the impact of culture on negotiation in the US and Colombia. If you decide to be in this study, you will be one of 240 American or Colombian people in this research study.

My request: Fill out a survey, which will take approximately 30 minutes or less. This online survey will be administered from August 12th until completion. Below are the key requirements and the two must be met to participate:

- You are a Citizen of the United States or Colombia.
- You have been involved in business negotiation.

I will share the research with interested parties upon completion. This research will take place in the Fall of 2024 and Spring 2025. I intend to share my initial findings in July 2025.

Access the survey here:

https://fiu.qualtrics.com/jfe/form/SV_6YhycDMHuXvKeJ8

Thank you so much!

Fernando Alexander Parrado Herrera

FIU – DBA Class of 2025

You may contact me for more info to Fernando Alexander Parrado Herrera

at 1 786 471 9441 or fparr018@fiu.edu

If you want to see the results of the summer research, please reach me by e-mail.

Appendix C - Informed Consent Form

Testing a Negotiation Model in the USA and Colombia
Comparative Cross-cultural Analysis

Hello, my name is Fernando A. Parrado. You were randomly chosen to be in a research study about How Culture Impact Negotiation. This study aims to study the impact of culture on negotiation in the US. If you decide to be in this study, you will be one of 240 people in this research study. Participation in this study will take 30 minutes of your time. If you agree to be in the study, I will ask you to do the following things:

1. Answer some basic demographic questions.
2. Answer basic general questions about culture and negotiations in a past negotiation experience.

A survey will be sent by e-mail.

There are no foreseeable risks or benefits to you for participating in this study. It is expected that this study will benefit society by providing a better understanding of how culture impacts Negotiation in the United States,

There is no cost or payment to you.

You *will* remain anonymous, and your answer is confidential.

If you have questions for one of the researchers conducting this study, you may contact Fernando Alexander Parrado Herrera at 1 786 471 9441 or fparr018@fiu.edu

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

Your participation in this research is voluntary, and you will not be penalized or lose benefits if you refuse to participate or decide to stop. You may keep a copy of this form for your records.

Appendix D - Final English Survey Instrument

Qualifying Questions

Qual 1	Are you a United States citizen or a Colombian citizen
Qual 2	Have you been involved in a business negotiation?

Cultural Independent Variables based in globe study:

Experience	
Exp1	How long have you been working?
Exp2	For how many years have you participated in business negotiations?
Exp3	How many years have you participated in international business negotiations?
Institutional Collectivism	
Insti_Collec1	The economic compensation in your company is designed to compensate everybody equally more than some specific position in the organization
Insti_Collec2	In my company, helping other members of the company is very important
Insti_Collec3	In my company, all the departments work well together.
Insti_Collec4	In my company when we have a problem, people tend to look for others to blame rather than resolve the problem as a team.
Future Orientation	
FurOri1	The way to be successful in this company is more take life events as they occur than plan
FurOri2	In this company, the accepted norm is to be planned more than status quo
FurOri3	In this company, social gatherings are:

FurOri4	In this company, more people talk about the present than the future
FurOri5	In this company, people place more emphasis on resolving current problems than plan for the future
Power Distance (PD1)	
PD1	In this society, a person's influence is based primarily on (one's ability and contribution to society, rather than the authority of one's position:
PD2	In this society, followers are expected to (obey their leaders without question: more than question their leaders when in disagreement:
PD3	In this society, people in positions of power try to increase their social distance from less powerful individuals more than decrease their social distance from less powerful people
PD4	In this society, rank and position in the hierarchy have special privileges
PD5	In this society, power is concentrated at the top: more than shared throughout the society.
In Group Collectivism	
InGroupCollec1	In this society, children take pride in the individual accomplishments of their parents
InGroupCollec4	In this society, parents take pride in the individual accomplishments of their children
InGroupCollec4	In this society, aging parents generally live at home with their children
InGroupCollec4	In this society, children generally live at home with their parents until they get married
Trust1	There are some people who cannot be trusted at all.
Trust2	Even people who appear friendly may be unreliable because they are mainly concerned with their own interests.
Trust3	It is good to share information with anyone about your research, training and/or proposal that you created.
Trust4	Most people take negative advantage of your information
Trust5	You always need to be careful in a party because something wrong can happen to you.
Uncertainty Avoidance	

UncAv1	I like to dive from a high springboard.
UncAv2	I like to drive with dare-devil drivers
UncAv3	I like to be a test pilot.
UncAv4	I like to ride out a storm in a small boat.
UncAv5	I like to go on a rocket ship to the moon.
Gender Egalitarianism	
GenEqu1	In this society, boys are encouraged more than girls to attain a higher education
GenEqu2	In this society, there is more emphasis on athletic programs for (boys: 1; girls: 7).
GenEqu3	In this society, it is worse for a boy to fail in school than for a girl to fail in school
GenEqu4	In this society, people are generally (physical: 1; non-physical: 7).
GenEqu5	In this society, who is more likely to serve in a position of high office (men: 1; women: 7
Performance Orientation	
Perfori1	In this society, teen-aged students are encouraged to strive for continuously improved performance
Perfori2	In this society, major rewards are based on (only performance effectiveness
Perfori3	In this society, being innovative to improve performance is Generally
Negotiator PSA	
NCOLL1	In negotiations, I search for the problems underlying our disagreements.
NCOLL2	I focus my attention on the other side´s needs.
NCOLL3	I Identify and discuss all of our differences.
NCOLL4	I develop options that address both parties needs
NCOLL5	I pay attention to the other person´s needs
Demographics	
Age	Please select you age
Gender	Gender
Company Size	Size in number of employees in the company that you negotiate
Industry	17 Industries from IBIS World list.

Appendix E - Final Spanish Survey Instrument

Qualifying Questions

Qual 1	¿ Ha estado involucrado en negociaciones? Por negociación se entiende desde algo tan simple como haber comprado un carro o un apartamento.

Cultural Independent Variables based in globe study:

Experience	
ExperSPA	¿Cuántos años ha participado en negociaciones comerciales?
Institutional Collectivism	
Insti_Collec1	En Colombia, los líderes fomentan la lealtad de grupo, aún si las metas individuales se afectan.
Insti_Collec2	El sistema económico en Colombia está diseñado para maximizar los intereses colectivos más que los intereses individuales.
Insti_Collec3	En Colombia, es muy importante ser aceptado por los otros miembros de un grupo.
Insti_Collec4	En Colombia se valora más la cohesión del grupo que el individualismo.
Future Orientation	
FurOri1	La forma para ser exitoso en Colombia es planear de antemano, más que enfrentar los eventos a medida que ocurren.
FurOri2	En Colombia, cuestionar el estatus quo es preferido que aceptar lo establecido
FurOri3	En Colombia, los eventos sociales son planeados con mucha antelación más que espontáneos.
FurOri4	En Colombia, las personas viven más para el futuro que para el presente.
FurOri5	En Colombia, las personas ponen más énfasis en planear el futuro que en resolver los problemas actuales.
Power Distance (PD1)	

PD1	En Colombia, la influencia de una persona se basa primordialmente en la autoridad de su posición mas que en sus habilidades y contribuciones a la sociedad.
PD2	En Colombia, se espera que los seguidores obedezcan a sus líderes sin cuestionamiento mas que cuestionen a sus líderes cuando estén en desacuerdo.
PD3	En Colombia, las personas en posiciones de poder intentan aumentar su distancia social mas que disminuir su distancia social con personas de menos poder.
PD4	En Colombia, posiciones de alto rango en la jerarquía tienen privilegios especiales.
PD5	En Colombia, el poder es concentrado en la parte superior mas que compartido por toda la sociedad
In Group Collectivism	
InGroupCollec1	En Colombia, los niños se enorgullecen de los logros individuales de sus padres.
InGroupCollec2	En Colombia, los padres se enorgullecen de los logros individuales de sus hijos.
InGroupCollec3	En Colombia los padres mayores generalmente viven en casa con sus hijos.
InGroupCollec4	En Colombia, los niños generalmente viven en casa con sus padres hasta que se casan.
Trust1	La mayoría de las personas son honestas.
Trust2	La mayoría de la gente merece nuestra confianza.
Trust3	La mayoría de las personas son buenas y amables.
Trust4	La mayoría de las personas confían en los demás
Trust5	Generalmente, confío en los demás.
Uncertainty Avoidance	
UncAv1	En Colombia, el orden y la consistencia son acentuadas, incluso a expensas de la experimentación e innovación.
UncAv2	En Colombia, la mayoría de las personas llevan vidas altamente estructuradas con pocos eventos inesperados.
UncAv3	En Colombia, los requerimientos sociales e instrucciones se explican detalladamente para que los ciudadanos sepan lo que se espera que hagan.
UncAv4	Colombia tiene reglas o leyes que cubren muchísimas situaciones

UncAv5	
Gender Egalitarianism	
GenEqu1	En Colombia se anima más a los niños que a las niñas a alcanzar una educación superior.
GenEqu2	En Colombia, se hace más énfasis en los programas deportivos para niños que para niñas.
GenEqu3	En Colombia, es peor que un niño fracase en la escuela que una niña.
GenEqu4	En Colombia, las personas tienden a priorizar fuerza física sobre cualidades no físicas lo cual puede contribuir a la desigualdad de género.
GenEqu5	En Colombia, los hombres tienen más probabilidades de ocupar un puesto de alto nivel que las mujeres.
Performance Orientation	
Perfori1	En Colombia, los estudiantes adolescentes son motivados a esforzarse para mejorar su desempeño continuamente.
Perfori2	En Colombia, las principales recompensas son basadas en sólo la efectividad del desempeño, más que otros factores distintos como, por ejemplo, senioridad o conexiones políticas.
Perfori3	En Colombia, ser innovador para mejorar el desempeño generalmente es recompensado sustancialmente
Negotiator Perceived PSA	
NCOLL1	Yo busco los problemas que causan los desacuerdos.
NCOLL2	Yo centro mi atención en las necesidades de la otra parte.
NCOLL3	Identifico y analizo todas nuestras diferencias.
NCOLL4	Desarrollo opciones que aborden las necesidades de ambas partes.
NCOLL5	Yo pongo atención a las necesidades de la otra persona.
Demographics	
Age	Por favor seleccione su edad.
Gender	Por favor selecciones su genero
Industry	Por favor seleccione la industria donde usted tiene más experiencia en negociación.

Appendix F - Factor Loadings USA

Matriz de patrón[a]

	Factor							
	1	2	3	4	5	6	7	8
PD3	,777							
PD1	,586							
PD2	,460							
Trust2		,975						
Trust1		,959						
Trust3		,815						
Perfori2			,774					
Perfori3			,457					
FurOri5				,925				
FurOri4				,387				
Insti_Collec4					,848			
Insti_Collec3					,533			
Insti_Collec1					,505			
InGroupCollec2						,561		
InGroupCollec1						,495		
UncAv2							,644	
UncAv1							,623	
UncAv4							,407	
GenEqu1								,808
GenEqu3						-,344	,363	,583
GenEqu4								,428

Método de extracción: factorización de eje principal.
Método de rotación: Oblimin con normalización Kaiser.[a]

a. La rotación ha convergido en 14 iteraciones.

Output generated using IBM SPSS Statistics (Version 29.0; IBM Corp., 2022).

Appendix G - Factor Loadings Colombia

Matriz de patrón[a]

	Factor							
	1	2	3	4	5	6	7	8
Trust3	,881							
Trust2	,828							
Trust1	,802							
Insti_Collec4		,688						
Insti_Collec2		,614						
Insti_Collec1		,552						
GenEqu1			,812					
GenEqu3			,804					
GenEqu4			,655					
PD1				,770				
PD2				,755				
PD3				,634				
FurOri5					-,801			
FurOri4					-,695			
UncAv1						-,684		
UncAv2						-,632		
UncAv4						-,449		
InGroupCollec1							-,832	
InGroupCollec2							-,757	
Perfori1								,866
Perfori3								,460

Método de extracción: factorización de eje principal.
Método de rotación: Oblimin con normalización Kaiser.[a]

a. La rotación ha convergido en 7 iteraciones.

Output generated using IBM SPSS Statistics (Version 29.0; IBM Corp., 2022).

VITA

FERNANDO ALEXANDER PARRADO HERRERA

2024 – Actual. JTI Network – Bogotá, Colombia
Business Developer & Sales Manager

2010 – 2024 Global Minds
Business Developer & Manager

2014 – 2015 Ministry of Information Technologies & Communications
Deputy Director of IT Public Management

2008-2009 Operation & Customer Service Manager Diveo de Colombia
2006-2000 Technology Director | University of Tennessee – Knoxville, TN, USA
Graduated professor of Intercultural Negotiation. Sergio Arboleda University. América University. Santo Tomas University- Sabana University and Andes University

Country Co-Investigator Globe 2020

Research group in Intercultural negotiation, Sergio Arboleda University. Research lines: Negotiation with India, Latin-America, Brazil, Argentina, Perú, Pacific Alliance, Mexico, Indigenous Colombian Tribes, USA. www.negociadorglobal.com. A virtual tool to learn about international business.

Special Research class: Joint research/Class project between Sergio Arboleda University, Kwansei University in Japan, and San Peters College in the USA. Online group class between Japanese, American, and Colombian students. Subject: Cultural Differences between Japan, United States, and Colombia and their impact on negotiation.

1987-1995	B.Sc. Electrical Engineering Javeriana University, Colombia Bogotá, Colombia
1990-1996	B.Sc. Industrial Engineering Javeriana University, Colombia Bogotá, Colombia
1997-1999	M.Sc. Industrial Engineering The University of Tennessee Knoxville, TN, USA -1999

PUBLICATIONS AND CONFERENCES

Parrado H, Fernando A., Cabezas Rodríguez, Laura Melissa, Calderón Saray, Cindy Stefanny (2018) *Study of Negotiation Styles in Perú, México and Argentina. Palermo Business Review 281-298*

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Sietar Buenos Aires Argentina 2017 paper Model Intercultural for negotiation and decision making and its application to the case of China vs Colombia”

AIB Conference 2016 Tampa and Cladea Rio de Janeiro 2013 with the paper "Culture Differences Between U.S. Americans and Latin Americans: The Impact in Negotiation"”.