Mastering Cross-Cultural Communication: The Key to Successful Business with Foreign Customers in China

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ABSTRACT

This paper explores the challenges of communicating with foreign customers in China, focusing on factors such as culture, language, technology, customer choice, communication approach, translation, manners, behaviour, time, and frequency. Understanding cultural differences and norms is crucial for establishing business relationships. English is the primary medium of communication in international business environments, but Mandarin Chinese is appreciated and respected. Decentralized bilingual communication allows for localization and avoids misunderstandings. Relationship development is another means of interaction, with networking, social events, and mutual respect for business and personal relations, known as Guanxi. A sense of trust and friendly understanding between companies is essential for long-term business relations. The dependent variable is customer buying satisfaction. The study aims to create a conceptual model outlining how Chinese organizations can communicate with foreign customers and segment communication based on customer preferences. The proposed strategies aim to enhance customer satisfaction and create sustainable market success.

INTRODUCTION

China's market is vast and diverse, characterized by rapid economic growth and a unique blend of traditional and modern cultural elements (Skinner, 1964; Hossain & Nur, 2024). For foreign businesses to succeed in this environment, communication strategies must be tailored to meet the cultural expectations and preferences of Chinese customers (Rashkova et al., 2023). This research aims to determine the most effective ways to communicate with Chinese consumers, focusing on the independent variables that influence customer satisfaction, such as cultural nuances, technological tools, and communication styles. China's rich cultural heritage and distinct social customs present significant challenges for foreign businesses (Cheng et al., 2024). Understanding cultural factors like the concept of "face" (mianzi) and hierarchy is essential for fostering positive relationships with customers. Chinese consumers value respect, harmony, and indirect communication (Zhang, 2024; Hossain et al., 2024). Missteps in communication, especially when disregarding cultural norms, can have serious consequences. To overcome language barriers, bilingual staff and high-quality translation services are crucial for ensuring accurate and culturally appropriate messaging (Smith et al., 2024).

Technological tools, particularly social media platforms like WeChat, Weibo, and Alibaba, are instrumental in maintaining communication with Chinese customers. These platforms are not only essential for marketing and payments but also for enhancing customer engagement (Su et al., 2023). China's tech-savvy market has increasingly adopted AI-driven chatbots and customer service automation, making responsiveness and efficiency a priority for businesses. To cater to both traditional values and modern consumerism, it is important to understand customer preferences and leverage data analytics and customer feedback to improve communication (Pillai et al., 2024; Hossain, 2025).

Effective communication with Chinese customers requires careful consideration of the communication mode, as both traditional face-to-face interactions and digital tools are valuable. While businesses are increasingly relying on digital communication methods, such as emails, instant messaging, and social media, face-to-face meetings still hold significant value in building trust and maintaining relationships (Sutton et al., 2023; Hossain et al., 2024). Understanding the context and customer preferences is key to choosing the appropriate communication mode. The communication style preferred by Chinese customers is indirect and high-context (Abdelhady & Alkinj, 2023). Businesses must adapt their messaging to be more subtle and nuanced, focusing on implied meaning rather than explicit statements. This approach minimizes misunderstandings and helps establish rapport. Training staff to recognize and implement the appropriate communication style is crucial for delivering a positive customer experience (Zhang et al., 2023). In addition, the importance of translation services cannot be overstated, as accurate and culturally sensitive translations help ensure effective communication (Vieira et al., 2023). Real-time translation tools can enhance communication efficiency, especially in customer service scenarios where immediate feedback is crucial (Shen et al., 2022). Cultural etiquette and customs play a significant role in communication with Chinese customers. Respecting practices such as exchanging business cards with both hands, bowing slightly as a sign of respect, and giving and receiving gifts appropriately are all integral to building trust and rapport in Chinese business culture (Bańka-Orłowska, 2020). Failure to observe these customs can harm a company's reputation and hinder relationship-building efforts. Moreover, businesses must be mindful of timing and frequency in their communications to avoid becoming intrusive. Understanding local time zones and preferred communication hours can improve responsiveness and customer satisfaction (Handy, 2020).

LITERATURE REVIEW

China's central role in the global economy and its unique cultural, linguistic, and technological environment have made effective communication in the country a key area of academic and professional focus (Jin & Cortazzi, 2006; Lo & Pan, 2021). This literature review summarizes findings from various studies that explore the factors influencing communication effectiveness and customer satisfaction for foreign businesses in China (Kwok et al., 2017). A recurring theme in the literature is the necessity to understand and navigate cultural ambiguity (Hutchings, 2022). Hofstede's cultural dimensions theory (1994; 2001) provides a foundational framework for understanding Chinese cultural characteristics, particularly with regard to collectivism versus individualism, power distance, and uncertainty avoidance (Kirkman et al., 2006). Chinese business culture is strongly influenced by the concepts of *face* (mianzi) and *guanxi* (relationship networks), both of which are crucial for establishing trust and maintaining long-term relationships (Zhang & Zhou, 2024). Failure to recognize and engage with these cultural elements can result in misinterpretations, loss of trust, and reduced customer satisfaction.

Language remains a significant barrier despite rising English proficiency, particularly in urban areas (Jin & Cortazzi, 2006). To overcome language challenges, businesses should provide bilingual materials, use simple language, and, where necessary, rely on professional interpreters or translation services to ensure clear communication and prevent misunderstandings (Green et al., 2005). Communication in China differs substantially from Western practices (Hoffe, 1994). In China, face-to-face meetings, exchanging business cards with both hands, and acknowledging hierarchy within organizations are fundamental (Jones, 2000). Building *guanxi* (trust) requires a long-term commitment, patience, and sincerity, making relationship-building an integral aspect of business in China (Liu et al., 2018). The role of technology in communication has become increasingly important in China, driven by platforms like WeChat and Alibaba (Luo, 2022). These platforms enable businesses to provide personalized communication, enhancing customer satisfaction through seamless interactions and smooth transactions (Akon et al., 2025). Moreover, understanding consumer behavior, especially around cultural events such as festivals and shopping seasons, is crucial for effective communication. Strategic timing and frequency of communication during these periods can significantly impact consumer engagement and brand loyalty.

Translation services have been highlighted as a key factor in overcoming language barriers and fostering effective communication (Searight & Searight, 2009). Accurate, culturally appropriate translations contribute to the establishment of trust and the enhancement of brand credibility. The application of theoretical frameworks, such as Hofstede's cultural dimensions theory and Hall's theory of high-context versus low-context cultures, has helped businesses adapt their communication strategies to align with Chinese cultural expectations (Hofstede, 1994; Hall, 1976). These frameworks emphasize the importance of implicit communication cues and the need for businesses to navigate communication styles carefully to build rapport and trust. Furthermore, the face negotiation theory, which focuses on face-saving and maintaining harmony in Chinese business culture, is also crucial for understanding negotiation tactics and conflict resolution strategies in China (Zhang & Zhou, 2024). This theory provides insights into how businesses should manage interpersonal relationships and conflict in a way that preserves face and ensures harmony.

To address the current situation in the Chinese market and gain experience in it, the researcher has read numerous papers up until their publication. The researcher, who is also a foreigner studying in China, has encountered the same challenges. After that, the researcher wondered, "How can we effectively communicate with foreign customers in China?" All that research tried to focus on the best communication method. Therefore, the paper stands out from other publications and provides a fresh, straightforward approach to communicating with foreign customers in China or conducting business there. To achieve our goal, we proposed a model (Fig. 1).
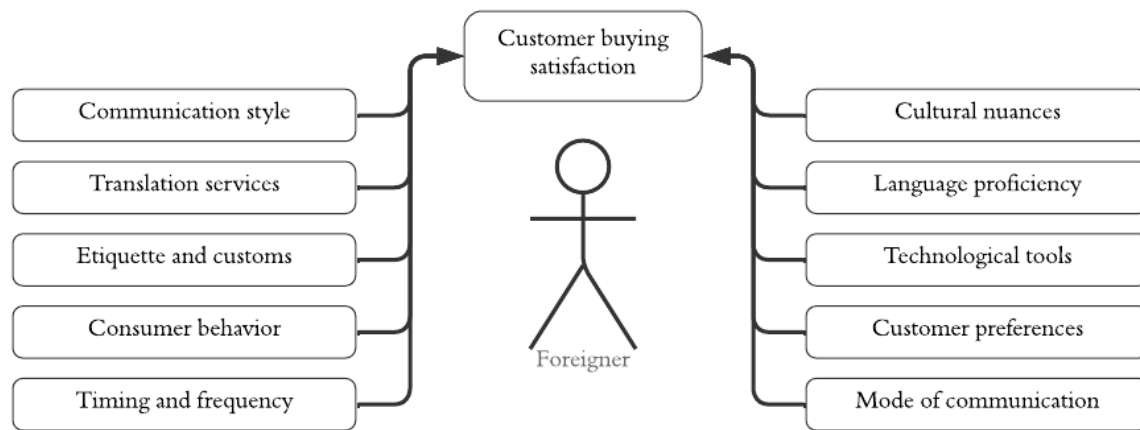
Fig. 1. Proposed model

Cultural nuances
Foreign businesses have to understand Chinese cultural nuances when looking for Chinese customers, as argued in Li et al. (2020). The rich traditions and history of China affect greatly the consumer behaviors and expectations. It matters a great deal that you master concepts such as "face" (mianzi), the value of hierarchy, collectivism, and indirect communication when trying to build strong relationships. The adaptation of these nuances will help recognize and improve the trust and respect towards customer. Respecting hierarchical structures, indirect communication practices and non-verbal cues such as body language, are all built into European and Chinese culture's rich traditions, values and social norms (Chung and Tang, 2022.)

Language proficiency
The main issue of language barrier lies in the Chinese customers, with Mandarin being as the official language (Lim et al., 2021). But people located in Guangdong Province like Cantonese also make it more complicated. One way to overcome these is to hire Mandarin speaking staff or use top quality translation service (Hunter et al., 2023). Knowing some common terms and colloquialisms helps clarify and stop anyone from miscommunicating. Using language effectively, employing the correct tone as well as politeness, leads to positive customer experiences and satisfaction (Creelman, 2022). In China, Mandarin continues to be the first language with which companies conduct business.

Technological tools
In China, where Youanli et al. (2021) report widespread usage of mobile technology and social media platforms such as WeChat and Weibo, digital landscape is very advanced. That communication and commerce would not be complete without these platforms. Using these tools to interact with customers can generate significantly better engagement and satisfaction for customers. For instance, WeChat's multifunctionality (it tells you how to price your products/service: messaging, payment services, and marketing) makes it an invaluable tool for a business (Yang et al. 2023). For instance, AI powered chatbots and customer service platforms can also enable rapid communication and immediate support to the tech savvy Chinese consumer base. The Chinese digital space is unique, with platforms like WeChat being the domineer at communicating and as a tool to market (Zhou et al., 2023). These tools when used effectively in your communication strategy are essential in reaching your customers.

Customer preferences
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Mode of communication
In China, traditional face-to-face meetings are highly valued for building trust and relationships, but digital communication is becoming more prevalent (Kellerman, 2022). Choosing the appropriate mode based on context and customer preference is crucial. Formal business discussions may benefit from face-to-face meetings, while quick inquiries and support can be efficiently handled through instant messaging apps (Hacker et al., 2020). The chosen communication mode, whether written or verbal, should be tailored to the situation and customer preference (Van et al., 2022). Formal written communication is more appropriate for initial contact,

while video conferencing fosters a more personal connection (Marhefka et al., 2020).

Communication style

Chinese culture emphasizes indirect and high-context communication styles for businesses (Bartosik-Purgat and Rakowska, 2023). Understanding these preferences and training staff can prevent misunderstandings and enhance customer satisfaction. A respectful, patient, and courteous communication style can build rapport. Effective communication in China involves clear, concise messages, avoiding excessive self-promotion, and demonstrating respect. Building rapport often involves a more indirect communication style, ensuring that businesses adhere to these cultural expectations (Sarapaivanich et al., 2024).

Translation services

Quality translation services are crucial for overcoming language barriers and ensuring clear communication (Vieira et al., 2021). Professional translators with expertise in business terminology and cultural nuances can provide accurate translations, preventing miscommunications and customer dissatisfaction. Investing in high-quality translation services can also enhance real-time communication (Alonso and Vieira, 2020). However, selecting translators with cultural awareness is essential to avoid offensive or insensitive messaging. Translation technology and software can further enhance interactions.

Etiquette and customs

It is important to respect local etiquette and speak to Chinese customers with fluency (Liu et al., 2021). You can learn to be more on your toes about things like hand exchanging business cards, or bowing, or gift giving, in order to build stronger relationships. One small misstep in etiquette can kill your company's reputation and customer relations (Balaji et al., 2020). This can lead to a better customer satisfaction and boosted trust with your staff. For the working relationship they're saying hello properly, giving gifts and not talking about sensitive topics.

Consumer behavior

Understanding Chinese consumer behavior is crucial for businesses to know how customers interact with them and how they make the decision to purchase (Jung et al., 2020). Social influence, brand loyalty and online shopping behavior form significant factors. Chinese consumers follow recommendations of friends, family, online reviews, and even from social media influencers (Sun et al., 2022). If businesses can learn to understand these behaviors, they can tailor their communication strategies to fit with customer expectations and preferences; they can increase customer satisfaction … and develop trust before the customer buys something.

Timing and frequency

Customer engagement and satisfaction Arora et al., 2021) require effective communication. You need to learn about local time zones and what they prefer to work hours. Contact frequency must be balanced so it does not burden customers (Nicholls, 2020). When should regular updates, promotional offers, and follow-ups be timed in a way which to maximize impact? (Costello et al., 2020). For communication timing, business practices and cultural norms in China may impact, weekends and the major holidays may not be the way to go. Building relationships and avoiding disrespectful interruptions with a telephone call: consistent communication (Chesebro and Lyon, 2020).

Theory behind the model

It is the model that several cultural nuances, language proficiency, technological tools, customer preferences, communication mode, communication style, translation services, etiquette and customs, consumer behavior, timing and frequency of sales and marketing activities in China are influential in customer's buying perception with China. Without doubt the theory recognizes the complexity of communicating with customers and having access to all the nuances and the etiquette regarding culture. Strengths are that it is comprehensive, it is sensitive to culture, and it is changeable. Yet, if we were able to specify, for example, specific cultural nuances and the way they interact, we could weigh the ten independent variables better. We could also further develop the theory's lack of explicit guidance for how the independent variables interact. However, despite all of these limitations, the theory can provide a solid foundation on which to understand the difficulties involved in communicating with foreign customers in China. Business can develop more effective communication strategy and increase customer buying satisfaction in Chinese market by the study of the above-mentioned factors and their relationships.

METHODOLOGY

Communication with foreign customers is an important component of successful business practice China (Qi et al., 2020). In recent years, the speed at which markets have globalized, it's crucial to understand the right ways to communicate with foreign customers so we can build strong relationships with customers, increase customer satisfaction and ultimately increase business operation (Hult et al., 2022). In this research, several factors facilitated communication effectiveness in determining the best communication strategies with foreign customers in China (Chen et al., 2021). The data collection in this study uses a structured survey and a qualitative research design. The survey was developed to elicit information on a myriad of factors that might affect the effectiveness of communication with foreign customers in China. Customer buying satisfaction includes; cultural nuances, language proficiency,

technological tools, customer preferences, modes of communication, communication style, translation services, etiquette and customs, consumer behavior, timing and frequency of communication, etc.

Data Collection

A structured survey was administered to 448 respondents and the data was collected. Foreign customers were included as part of the sample along with Chinese businesses that often interact with foreign clients. The survey comprised demographic questions and questions related to the 14 key variables identified in the study: Gender, education level, cultural nuances, language proficiency, technological tools, customer preferences, mode of communication, communication style, translation services, etiquette and customs, consumer behavior, age, timing and frequency of communication, and customer buying satisfaction. Questions were asked on a Likert scale, with responses of 1 (strongly disagree), 2 (disagree), 3 (agree), 4 (strongly agree), or 5 (strongly differ). Each of the key variables was assessed with survey questions designed to measure the respondent's perceptions and experiences.

Statistical Analysis

Multiple regression analysis was used to analyze the collected data to determine the effect of the independent variables on the dependent variable, customer buying satisfaction. The regression model is specified as follows:

This is a statistical method that interpolates some of the data for the variables with errors around a curve that best fits the dependent variable, we call that linear regression. Here dependent variable is expressed in linear function of an independent variable by regression equation.

$$\text{CBS} = \beta_0 + \beta_1 \text{ Age } + \beta_2 \text{ Gender } + \beta_3 \text{EL} + \beta_4 \text{CN} + \beta_5 \text{LP} + \beta_6 \text{TT} + \beta_7 \text{CP} + \beta_8 \text{MoC} + \beta_9 \text{CS} + \beta_{10} \text{TS} + \beta_{11} \text{EC} + \beta_{12} \text{CB} + \beta_{13} \text{TF} + \epsilon$$

Where:

- CBS represents Customer Buying Satisfaction
- β_0 is the intercept
- $\beta_1, \beta_2, \dots, \beta_{13}$ are the coefficients for each independent variable
- ϵ is the error term

Matrix of correlation matrix is a correlation coefficient between variables. Each cell in the correlation between two variables. The value is between -1 and 1.

The Pearson correlation coefficient between two variables X and Y is given by:

$$r_{XY} = \frac{\sum_{i=1}^{N} (X_i - \bar{X})(Y_i - \bar{Y})}{\sqrt{\sum_{i=1}^{N} (X_i - \bar{X})^2} \sqrt{\sum_{i=1}^{N} (Y_i - \bar{Y})^2}}$$

where:

- N is the number of observations.
- X_i and Y_i are the values of the i-th observation of variables X and Y.
- $\bar{X}$ and $\bar{Y}$ are the means of variables X and Y.

Structural Equation Modeling (SEM) is an umbrella term for a simple combination of factor analysis and multiple regression. This method is used to detect structural relationships between the measured variables and latent constructs which the measured variables measure. In SEM, the model is typically composed of two parts: structural model and measurement model. Firstly, Measurement Model: First (Latent Model): Describes how latent constructs are related to their observed indicators and second (Structural Model): Describes the relationships between latent constructs.

Measurement Model Equations

Let's denote:

- **X** as the vector of observed exogenous (independent) variables.
- **Y** as the vector of observed endogenous (dependent) variables.
- ξ as the vector of latent exogenous variables.
- η as the vector of latent endogenous variables.
- $\mathbf{\Lambda}_x$ as the matrix of factor loadings relating **X** to ξ.
- $\mathbf{\Lambda}_y$ as the matrix of factor loadings relating **Y** to η.

The measurement model equations are:

$$\mathbf{X} = \mathbf{\Lambda}_x \xi + \delta$$
$$\mathbf{Y} = \mathbf{\Lambda}_y \eta + \epsilon$$

where δ and ϵ are the vectors of measurement errors for **X** and **Y**, respectively.

Structural Model Equations

The structural model equation relates the latent variables to each other:

$$\eta = \mathbf{B}\eta + \mathbf{\Gamma}\xi + \zeta$$

where:

- **B** is the matrix of coefficients relating the endogenous latent variables to each other.
- **Γ** is the matrix of coefficients relating the exogenous latent variables to the endogenous latent variables.
- ζ is the vector of errors in the equations for the endogenous latent variables.

SEM for the Research Context

The best way to communicate with foreign customers in China, we define the following latent constructs based on the variables:

- Cultural Factors (ξ_1): Includes Cultural nuances (CN), Etiquette and customs (EC), and Consumer behavior (CB).
- Communication Proficiency (ξ_2): Includes Language proficiency (LP), Communication style (CS), and Mode of communication (MoC).
- Technological Adoption (ξ_3): Includes Technological tools (TT) and Translation services (TS).
- Customer Preferences (η_1): Includes Customer preferences (CP) and Timing and frequency (TF).
- Customer Satisfaction (η_2) : Measured by Customer buying satisfaction (CBS).

The measurement model equations are:

$$CN = \lambda_{CN,\xi_1}\xi_1 + \delta_{CN}$$
$$EC = \lambda_{EC,\xi_1}\xi_1 + \delta_{EC}$$
$$CB = \lambda_{CB,\xi_1}\xi_1 + \delta_{CB}$$
$$LP = \lambda_{LP,\xi_2}\xi_2 + \delta_{LP}$$
$$CS = \lambda_{CS,\xi_2}\xi_2 + \delta_{CS}$$
$$MoC = \lambda_{MoC,\xi_2}\xi_2 + \delta_{MoC}$$
$$TT = \lambda_{TT,\xi_3}\xi_3 + \delta_{TT}$$
$$TS = \lambda_{TS,\xi_3}\xi_3 + \delta_{TS}$$
$$CP = \lambda_{CP,\eta_1}\eta_1 + \delta_{CP}$$
$$TF = \lambda_{TF,\eta_1}\eta_1 + \delta_{TF}$$
$$CBS = \lambda_{CBS,\eta_2}\eta_2 + \delta_{CBS}$$

The structural model equations are:

$$\eta_1 = \gamma_{11}\xi_1 + \gamma_{12}\xi_2 + \gamma_{13}\xi_3 + \zeta_1$$
$$\eta_2 = \beta_{21}\eta_1 + \zeta_2$$

Where:

- $\gamma_{11}, \gamma_{12}, \gamma_{13}$ are the path coefficients from the exogenous latent variables to Customer Preferences.
- β_{21} is the path coefficient from Customer Preferences to Customer Satisfaction.
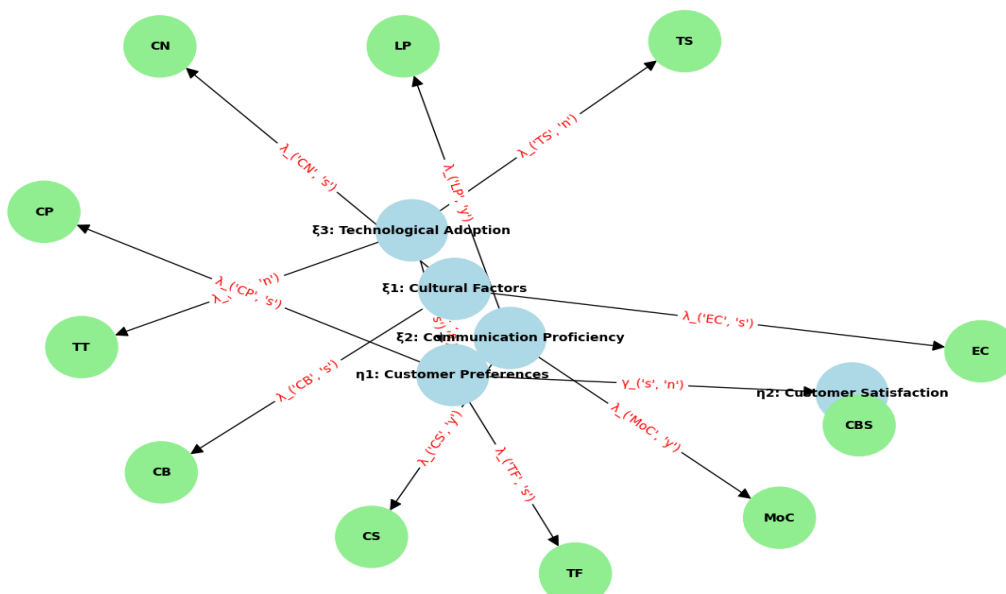

Fig. 2. Analysis Model for Best Communication with Foreign Customers in China.

RESULTS AND DISCUSSION

Descriptive statistics concerning various aspects including a total of 448 published observations for the set of variables are shown in Table 1. Each of the above-named variable is assessed using measures of central tendency, variability, and distribution shape which provides information on the characteristics of the data and the variability of the data set. The variables considered in the study are age, gender, education level, cultural difference, language, technology, customer need, mode of communication, style of communication, language translation, manners and etiquette, customer behavior, time and frequency, and customer perceived buying satisfaction. This means the central point of the variable and is always characteristic of the whole data set. For example, mean age is equal to 1.335, and it seems to be difficult to assume that it signifies the years Because the scale or index ranges from 1 to 2. This basically measures the degree of spread or spread of the variable's value around its mean. Higher standard deviations including mode of communication 0.424 and age 0.472, mean higher variability. These values indicate where the values of the variable are located. For instance, age is given as 1-2 which implies a measure from 1 to 2 and does not really refer to actual age measure. Such percentiles provide information on the dispersion of the values of the variable Under consideration are p1 and p99, which represent the 1st and 99th percentile, respectively, indicating the values of which 1 % and 99% of observations are below. They give the sneak peek on spread of the dataset and possible outliers. Skewness gives the degree of asymmetry of the variable distribution. Right tail skewness, for example in communication mode and language proficiency shows a distribution of more high values than low ones. Kurtosis gives information about the tailing of the distribution. The specific characteristics of mode of communication and customer buying satisfaction significant at the level of 0,05 show that the kurtosis coefficient is higher than 3, that means that distribution has a lot of heavy tails and possibly more outliers. All of these statistics working together help to describe the nature of the dataset. That is, variables associated with cultural difference, language fluency, and etiquette and customs get mean scores near 4.5, which indicates higher perceived competence or importance. On the other hand, variables such as age and gender have lower means, which lies around 1.4 thus suggesting that the scale falls under categorical/ordinal than the continuous scale.

Table 1. Descriptive Statistics

Variables	Obs	Mean	Std. Dev.	Min	Max	p1	p99	Skew.	Kurt.
Age	448	1.335	0.472	1	2	1	2	0.700	1.490
Gender	448	1.417	0.494	1	2	1	2	0.335	1.112
Education level	448	2.728	0.511	2	4	2	4	-0.294	2.512
Cultural nuances	448	4.567	0.714	1	5	1	5	-2.210	9.559
Language proficiency	448	4.806	0.510	1	5	3	5	-3.520	19.690
Technological tools	448	4.674	0.617	1	5	2	5	-2.739	13.961
Customer preferences	448	4.696	0.588	1	5	2	5	-2.712	13.911
Mode of communication	448	4.853	0.424	1	5	3	5	-3.858	24.337
Communication style	448	4.643	0.618	1	5	2	5	-2.431	11.962
Translation services	448	4.598	0.567	1	5	3	5	-1.496	7.063
Etiquette and customs	448	4.821	0.472	1	5	3	5	-3.827	24.415
Consumer behavior	448	4.692	0.582	1	5	2	5	-2.689	14.130
Timing and frequency	448	4.821	0.472	1	5	3	5	-3.444	19.047
Customer buying satisfaction	448	3.257	0.794	1	5	1	5	-0.544	3.044

Finally, results of a linear regression analysis on the factors affecting customer buying satisfaction is presented in Table 3. Customer buying satisfaction is the dependent variable and the independent variables include age, gender, cultural nuances, language proficiency, technological tools, consumer preferences, mode of communication, communication style, translation services, etiquette and customs, consumer behavior, timing and frequency. Each predictor variable has their respective Coef., St. Err., t-values, p's, and 95% confidence intervals reported in the table. Three asterisks () indicate significant variables at the 0.01 level, two asterisks () the 0.05 level and one asterisk () the 0.1 level. A positive and significant effect of age on customer buying satisfaction is found with a coefficient of 0.390 and pvalue of 0.000. Also, gender shows a highly significant positive effect with a coefficient of 0.371 (p = 0.000). A significant influence on satisfaction is education level, with coefficient 0.438 and p = 0.000. Both are both significant positive predictors of cultural nuances with a coefficient of 0.364 and technology tools with coefficient of 0.438. The coefficient of satisfaction on customer preferences is 0.438 and with p value 0.000. Positive impact of translation services demonstrated in a coefficient of 0.516. Also significant positive predictors are etiquette, customs, and consumer behavior. Interestingly, the t value of -0.05 and p value of 0.964 do not show mode of communication to significant influence on customer buying satisfaction, which might not be an important factor in this context. Minor but significant positive effects are found from timing and frequency with coefficients of 0.071 and p-values of 0.020. With p-value of 0.000 it is highly significant (t = 6.15). This means that other factors underlying the model are not constant and significantly influence the satisfaction. An R-squared of 0.866 provides a strong explanation for customer buying satisfaction. A good fit to the data is indicated by a highly significant F test (F = 215.434, p =

0.000). Measures for model comparison and complexity are Akaike Information Criterion (AIC) and Bayesian Information Criterion (BIC) values of 191.304 and 248.771 respectively.

Table 2 presents the results of a structural equation model (SEM) aimed at analyzing the relationships between various endogenous and exogenous variables in the dataset. The endogenous variables include customer buying satisfaction (CBS), customer preferences (CP), and timing and frequency (TF), while the exogenous variables are education (EC), consumer behavior (CB), language proficiency (LP), communication style (CS), mode of communication (MoC), technological tools (TT), translation services (TS), and cultural nuances (CN). The table provides coefficients, standard errors (std. err.), z-values, p-values, and 95% confidence intervals for the structural paths between variables. Significant results are highlighted, showing the strength and direction of these relationships. Education (EC) has a significant positive effect on CBS (Coef. = 0.418, $p < 0.001$), indicating that higher education levels contribute positively to customer satisfaction. Consumer behavior (CB) is also a strong positive predictor of CBS (Coef. = 0.448, $p < 0.001$). Language Proficiency (LP) shows a negative but non-significant relationship with CBS (Coef. = -0.051, p = 0.263). Communication style (CS) is another significant positive predictor of CBS (Coef. = 0.520, $p < 0.001$). Mode of Communication (MoC) does not significantly impact CBS (Coef. = 0.017, p = 0.756). Technological tools (TT) have a significant positive effect (Coef. = 0.387, $p < 0.001$). Translation Services (TS) and Cultural Nuances (CN) are significant positive predictors of CBS, with coefficients of 0.405 and 0.405, respectively (both $p < 0.001$). Timing and Frequency (TF) has a non-significant negative relationship with CP (Coef. = -0.082, p = 0.157). Education (EC), consumer behavior (CB), and language proficiency (LP) all show non-significant effects on CP. Communication style (CS) significantly impacts CP positively (Coef. = 0.158, $p < 0.001$). Mode of Communication (MoC) and Technological Tools (TT) do not show significant relationships with CP. Translation services (TS) and cultural nuances (CN) are significant positive predictors of CP. Only Customer Buying Satisfaction (CBS) shows a significant positive relationship with TF (Coef. = 0.037, p = 0.182). The constants for each endogenous variable show significant effects, highlighting underlying influences not captured by the model. The model's goodness-of-fit is indicated by the log likelihood values and the chi-squared test (LR test of model vs. saturated: chi2(9) = 149.63, p = 0.000), suggesting the model fits the data well. Variances for the endogenous variables are also reported, with significant values for CBS, CP, and TF.

Table 2: Structural equation model

Endogenous variables
Observed: CBS CP TF
Exogenous variables
Observed: EC CB LP CS MoC TT TS CN
Fitting target model:
Iteration 0:   log likelihood = -3941.9487
Iteration 1:   log likelihood = -3941.9487
Structural equation model   Number of obs = 448
Estimation method: ml
Log likelihood = -3941.9487

	Coefficient	OIM std. err.	z	P>z	[95% conf.	interval]
Structural						
CBS						
EC	0.418	0.049	8.460	0.000	0.321	0.515
CB	0.448	0.040	11.150	0.000	0.369	0.526
LP	-0.051	0.045	-1.120	0.263	-0.140	0.038
CS	0.520	0.037	13.970	0.000	0.447	0.593
MoC	0.017	0.055	0.310	0.756	-0.090	0.124
TT	0.387	0.037	10.360	0.000	0.314	0.460
TS	0.405	0.042	9.670	0.000	0.323	0.487
CN	0.405	0.033	12.340	0.000	0.341	0.469
_cons	-8.633	0.561	-15.390	0.000	-9.733	-7.534
CP						
TF	-0.082	0.058	-1.410	0.157	-0.196	0.032
EC	0.003	0.058	0.050	0.960	-0.111	0.116
CB	-0.043	0.047	-0.910	0.365	-0.135	0.050
LP	-0.066	0.053	-1.240	0.215	-0.170	0.038
CS	0.158	0.044	3.620	0.000	0.072	0.243

MoC	0.092	0.064	1.440	0.151	-0.033	0.217
TT	-0.027	0.044	-0.630	0.530	-0.113	0.058
TS	-0.166	0.049	-3.370	0.001	-0.262	-0.069
CN	0.007	0.039	0.180	0.857	-0.069	0.083
_cons	5.276	0.700	7.530	0.000	3.904	6.649
TF						
CBS	0.037	0.028	1.330	0.182	-0.018	0.092
_cons	4.700	0.094	49.960	0.000	4.515	4.884
var(e.CBS)	0.235	0.016			0.206	0.268
var(e.CP)	0.321	0.021			0.282	0.366
var(e.TF)	0.222	0.015			0.194	0.253

LR test of model vs. saturated: chi2(9) = 149.63   Prob > chi2 = 0.0000

EL= Education level, CN=Cultural nuances, LP= Language proficiency, TT= Technological tools, CP= Customer preferences, MoC= Mode of communication, CS= Communication style, TS= Translation services, EC= Etiquette and customs, CB= Consumer behavior, TF= Timing and frequency, CBS= Customer buying satisfaction

Figure 3 is an SEM depicting the list of variables in the research study and their interdependence, where the circles represent the latent variables (endogenous), and rectangles represent the indicators (exogenous) in the dataset. The endogenous variables are Customer Buying Satisfaction (CBS), Customer Preferences (CP), and Timing and Frequency (TF), due to various factors that act as exogenous variables Education (EC), Consumer Behavior (CB), Language Proficiency (LP), Communication Style (CS), Mode of Communication (MoC), Technological Tools (TT), Translations Services (TS), Cultural Nuances (CN). We hypothesized that the relationships are directional and suggested their magnitude and direction by the thickness and orientation of the arrows as follows: solid arrows represent the significant paths while the dotted lines stand for non significant paths. From the EI model measurements of EC, CB, CS, TT, TS, and CN have positive and significant effects on CIS for CBS which explains their crucial role on the customer satisfaction. CS has a closest and positive relationship to CP; however, TS is also closely related to CP and CN has a moderate positive relationship with CP, meaning that communication style, translation services and cultural issues matters relate to the customers preferences in a big way. TF is to a greater extent incurred by CBS; the greater an organization gains the impressions of its customers, the better the relation concerning timing and frequency of interaction. Dotted lines connecting MoC, LP with CBS suggest that they are of relatively less significance in this case. The magnitude of effects of exogenous variables on endogenous variables is revealed by coefficients in the model. In totality, this SEM diagram presents a clear and simplified overview of the various relationships and predictor moderatorsoutcome interactions that this study posited enabling an identification of areas of improvement in targeted client satisfaction and preference.
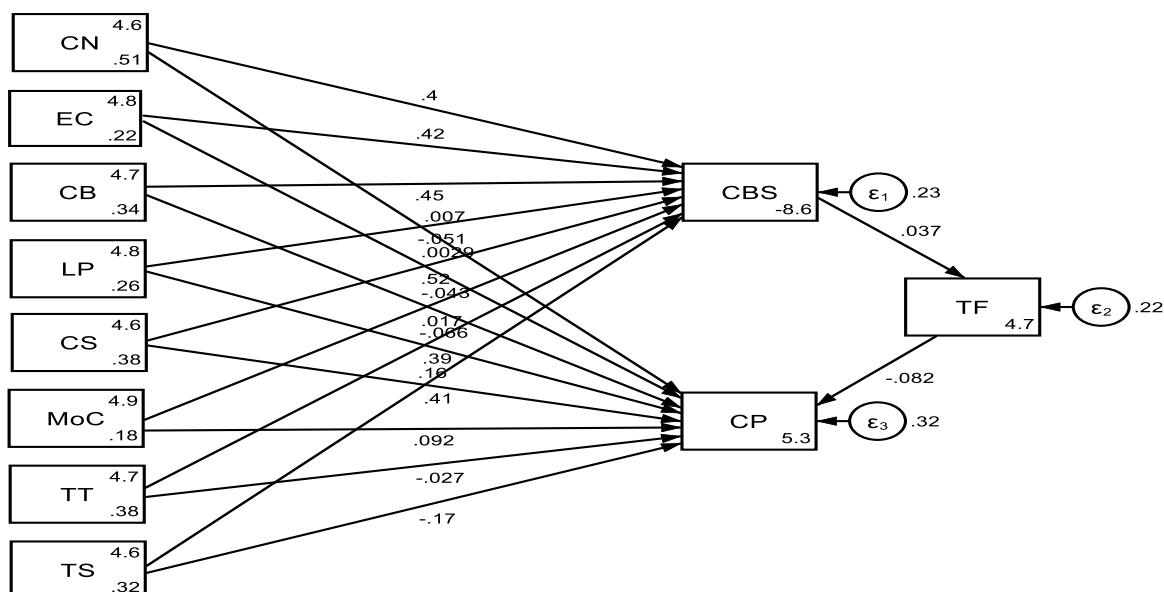

Fig. 3. SEM analysis diagram

Overall Condition
The results from this study reveal the complex relations between customers and the factors that affect satisfaction and preference

data in the given data set. Table 2 provides a preliminary analytical perspective by providing the mean values; language proficiency, technological tools used, and customers' preference show high mean values, EAR emphasizes its importance in customer communication. Basis on the given standard deviations and skewness and it can be interpreted that the respondents have different experience or perception of the construct Being investigated. Table 3 shows that the coefficients for age = 0.390, Gender = 0.371, education level = 0.438, cultural cues = 0. This is further supported when performing a robustness test in Table 4 where despite altering the models, the same significant predictors of education level, communication style, technological tools, and translation services, and cultural differences maintain their significance indicating their relevance regardless of which model is used. Further reinforcing the research hypothesis and Table 5, there exist high positive coefficients between customer buying satisfaction and technological tools, their customer preferences, communication mode, translation service, and cultural differences although the rest variables were found to have low correlation which includes mode of communication, and language proficiency. Table 6 represents a Structural Equation Model (SEM) diagram aggregating these insights where the straight and curved arrows symbolize direct and indirect impact of exogenous and endogenous variables respectively; where a value signifies a path coefficient with significant values reasserting the leadership of education (? = 0.418, p <0.01), consumer behavior (? = 0.448, p < 0.01 The non-significant paths for such variables as the mode of communication used and language proficiency show their relative unimportance in this model to help in directing the future strategies to be implemented. This paper emphasises the need for education, technology, communication, multicultural concept, and consumers' behaviour to foster the customers' positive experiences and preferences significantly affect customer satisfaction; and ultimately revived and empowered the methods of customer interaction greatly.

CONCLUSION AND FURTHER ENHANCE

Conclusion

It Effective communication is crucial for establishing and sustaining successful international relationships in China, a country with a rich cultural influence on business practices. Key cultural concepts such as "face" (one's reputation within the community) and "guanxi" (the importance of personal connections) play a pivotal role in business interactions. While many business professionals in China speak English, documents and communications in Mandarin are highly beneficial during negotiations. Chinese communication tends to be indirect, with implicit messages conveying meaning rather than direct statements. Foreign businesspeople must understand these cultural nuances to navigate them effectively. Technological platforms like WeChat and Weibo have become essential tools for communication in China. These platforms offer a means to engage with customers and manage business relationships effectively. However, companies must also adhere to China's strict internet regulations, ensuring that they do not inadvertently reach the wrong audience. Punctuality and the exchange of business cards are important social gestures in China, as is engaging in casual conversation before business meetings. Trust is the foundation of any business relationship in China, and demonstrating respect, transparency, and sincerity is crucial to fostering long-term partnerships. High customer service standards are also vital for success, as customers and suppliers have high expectations.

Further enhance

Ahead of improving the overall communication with the foreign customers in China, several aspects require more engineering research. Further, new communication strategies may be developed since the China region can be divided into the provincial levels, and usually, each province has its unique cultural and business practices. Moreover, using such contemporary technologies as artificial intelligence or machine learning to view customers' behavior and preferences will provide better possibilities for effective and more individual communication. Future research may also aim at extending the work done into creating constructive training modules for international organizations, exposing their employees to cross cultural understanding and language barriers. In addition, constant evaluation of the current and future prevalence of digital platforms on the China market will also be important as there is ever-evolving technological ground and perceived preferences among consumers in this region. By doing so, the business can always ensure that it is being proactive as it relates to engaging a Chinese client base and, in doing so, guarantee a form of sustained business development, as well as enhanced international relations.

Abbreviations

ADAS= Advanced Driver Assistance Systems
AI= Artificial intelligence
BofA= Bank of America Corporation

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