

The influence of proactive personality, cultural intelligence and global mindset on individual's resilience behavior

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Abstract

Purpose – *The purpose of this study is to enhance the understanding of how proactive personality, individual global mindset and cultural intelligence influence resilience behaviors in employees, particularly within the context of globalization.*

Design/methodology/approach – *This study applies the job-demands-resources (JD-R) theoretical paradigm to examine the empirical relationships between proactive personality, individual global mindset and resilience behavior. Data were collected from 227 employees working in the United Arab Emirates and analyzed using structural equation modeling.*

Findings – *The findings demonstrate significant relationships between proactive personality and individual global mindset, as well as between individual global mindset and resilience behaviors. In addition, this study identifies a mediating role of cultural intelligence between proactive personality and individual global mindset.*

Originality/value – *This research contributes to the existing literature by highlighting the critical importance of fostering cultural intelligence among proactive employees. It underscores the necessity of developing a global mindset to enhance resilience behaviors in a globalized business environment.*

Keywords Proactive personality, Cultural intelligence, Individual global mindset

Paper type Research paper

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1. Introduction

The World Economic Forum highlighted the global perspective in the aftermath of COVID-19 pandemic and fast transforming face of artificial intelligence (Whiting, 2020). The emerging top skills among future employees highlight social influence, leadership, self-management, resilience, flexibility and working with people (Whiting, 2020). Hagel and Wooll (2019) further reinforced the need to develop employee skills and capabilities, despite the changing demands on skills in the global landscape. This is a facilitator toward attainment of long-term sustained competitive advantage and effective utilization of a dynamic talent pool in the new age. Given this background, individual level constructs that facilitate the favorable development of above organizational level skills and capabilities among employees are considered desirable by organizations. The job demands-resources theory provides a strong theoretical foundation to examine some of these variables and their interactions. This study therefore is timely research into the connections between some of these relevant constructs that include proactive personality defined as a consistent tendency to effect environmental change through self-initiated, future-oriented actions (Bateman and Crant, 1993), cultural intelligence that refers to the ability to perform effectively in diverse cultural settings (Van Dyne *et al.*, 2012), global mindset that is the appreciation and comprehension of diverse cultural dynamics, along with the ability to interpret and navigate interactions between global and local contexts (Levy *et al.*, 2007),

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and resilience behavior that reflects an individual's ability to recover from adversity with greater strength and resourcefulness (Walsh, 2015). While individual constructs have been studied extensively, the interplay between these variables remains underexplored, particularly in how they collectively influence resilience behavior in diverse cultural contexts. For instance, while studies indicate that proactive personality can enhance resilience by fostering a positive outlook and encouraging adaptive behaviors (Mubarak *et al.*, 2021), the role of cultural intelligence and global mindset in this process has not been adequately examined (Chu and Zhu, 2023). In particular, the potential mediating roles of cultural intelligence and global mindset in this relationship remain unexamined (Najam, 2022). This gap suggests a need for empirical studies that explore the combined effects of these variables on resilience behavior.

Proactive personality has received considerable attention and enriched the expanding collection of research in the fields of business management, and organizational behavior (Crant *et al.*, 2016). The goal of proactive personality is to identify a behavioral inclination toward enacting, or altering, the environment in which one lives (Bateman and Crant, 1993). According to Köksal *et al.* (2023), proactive personality influences workplace performance when cultural intelligence functions as a facilitator. Cultural intelligence makes it possible for people to perform appropriately in a variety of cultural contexts, whereas proactive personalities encourage people to take initiative and be persistent in reaching their goals (Hu *et al.*, 2020). Setti *et al.* (2022) found a strong correlation between the components of cultural intelligence and workplace performance of expat employees, who are quintessentially a representation of today's globally mobile workforce. Recruiting such cross-culturally intelligent employees can particularly assist organizations with international operations. Therefore, proactive personality and cultural intelligence together can foster an atmosphere that is conducive to resilience and enhanced performance.

In recent years, businesses and human resource managers have given careful thought to how to shape and improve employees' resilience behavior (Bardoel *et al.*, 2014). In their examination of the causes and effects of employee resilience on performance at the individual and organizational levels, Athota *et al.* (2020) made the case for organizations to systematically invest in resilience building by leveraging behavioral tendencies and individual level personality. While scholars are continually involved in defining the behavioral outcomes of proactivity in various contexts, such as growth mindset, work engagement (Caniëls *et al.*, 2018), employee resilience behavior (Zhu and Li, 2021), innovativeness (Nasaj, 2020) and cultural intelligence (Hu *et al.*, 2020), the empirical evidence regarding how these concepts are interrelated is limited (Din *et al.*, 2023).

As far as the service and manufacturing industry in the United Arab Emirates (UAE) is concerned, the available literature in the domain of proactive personality and induced individual global mindset is still emergent and there is a gap in terms of research that identifies employee proactive behavior and investigates its relationship with global mindset and resilience behavior of individuals. Therefore, this research aims to study the impact of proactive personality on individual global mindset and resilience behavior of employees.

2. Background and literature

2.1 Theoretical background

The study highlights the importance of measuring proactive personality, global mindset, cultural intelligence and employee resilience as contextualized, behavioral individual level capabilities. The existing scholars have tried framing all these behavioral aspects as capabilities that can be developed over time and as a function of person–organization exchanges (Köksal *et al.*, 2023; Zhong *et al.*, 2022; Hu *et al.*, 2020; Shaw *et al.*, 2016; Van Dyne *et al.*, 2012; Levy *et al.*, 2007). For instance, a proactive personality can transform the environment for the better by utilizing the person's abilities, which are derived from a

“can-do” viewpoint and stimulating aspirations, which come from a “reason to” perception (Köksal *et al.*, 2023). As a result, proactive people could feel more accountable and motivated to bring about change (Zhong *et al.*, 2022). Mindset has been considered as managerial meta-competence and organizational capability (Nielsen, 2014), and global mindset influences individuals’ cognitive abilities and their decision-making processes (Levy *et al.*, 2007).

According to Van Dyne *et al.* (2012), cultural intelligence is the capacity to work well in cross-cultural environments, involving behavioral, cognitive, motivational and metacognitive dimensions (Earley and Ang, 2003; Earley and Mosakowski, 2004; Wang and Goh, 2020). Ott and Michailova (2018) emphasized that cultural intelligence plays a crucial role in cross-cultural adaptation, expatriate success, knowledge sharing and team performance. Empirical reviews, such as Fang *et al.* (2018), highlight the validity and impact of cultural intelligence on intercultural effectiveness and emphasize its importance in multinational organizations. Stoermer *et al.* (2021) further underscored cultural intelligence as a facilitator of effective knowledge sharing in cross-cultural contexts. It also influences the connection between social adjustment and proactive personality (Hu *et al.*, 2020). Stoermer *et al.* (2021) recognized cultural intelligence also as a facilitator of knowledge sharing by employees working in cross-cultural environments. Understanding how proactive personality and global mindset are related to cultural intelligence can help people better navigate cross-cultural obstacles, encourage cooperation in diverse teams and become more adaptable in multicultural settings (Yari *et al.*, 2020). Researchers can thus examine how people with proactive personalities use their cultural intelligence to cultivate a global worldview by looking into the mediating role of cultural intelligence.

Furthermore, Nguyen *et al.*’s (2016) study views employee resilience as a personal resource that is created and expressed in the face of hardship rather than as a dynamic quality that signals and guarantees creativity and readiness for upcoming crises. Integrating proactive personality, global mindset constructs with employee resilience can help in exploring how proactive individuals with a global mindset leverage their resilience to adapt to changing work environments and overcome obstacles. This integration aligns closely with the JD-R theory, which emphasizes worker well-being and productivity resulting from the interplay between job expectations and available resources (Demerouti *et al.*, 2001). Recent perspectives on JD-R theory assert that improved workplace outcomes result from regulatory tactics implemented by management alongside specific job characteristics (Demerouti and Bakker, 2023). Empirical studies employing the JD-R model demonstrate its relevance by linking proactive personality with work engagement (Caniëls *et al.*, 2018) and showing how personal resources, including resilience, enhance job resources and mitigate the effects of job demands (Barello *et al.*, 2021). This theoretical alignment underscores the relevance of examining proactive personality, global mindset, cultural intelligence and resilience together within the JD-R framework.

2.2 Distinction between cultural intelligence and global mindset

The constructs of cultural intelligence and global mindset have become central to discussions in international management and cross-cultural studies (Lee and Levy, 2023). While both concepts aim to enhance cross-cultural effectiveness, they represent distinct theoretical domains with unique applications, making it essential to study them as separate constructs. Cultural intelligence is defined as an individual’s capability to adapt effectively to culturally diverse environments, emphasizing behavioral, cognitive and motivational dimensions (Earley *et al.*, 2007). In contrast, the global mindset is characterized as a broader cognitive orientation that enables individuals to synthesize global complexities while integrating localized perspectives to navigate strategic decisions effectively (Ramsey *et al.*, 2016).

Research consistently highlights the differences between cultural intelligence and the global mindset in terms of their scope and focus (Yari *et al.*, 2020). Cultural intelligence addresses immediate, situational adaptability, often involving interpersonal interactions and leadership in culturally diverse settings. Its development is typically associated with experiential learning and immersion in cross-cultural environments (Yari *et al.*, 2020). On the other hand, the global mindset represents a strategic construct that emerges through prolonged exposure to global systems and is closely linked to decision-making at higher organizational levels (Yari *et al.*, 2020; Lee and Levy, 2023). Ramsey *et al.* (2016) proposed that cultural intelligence primarily supports operational-level leadership, whereas the global mindset is critical for executives tasked with aligning global and local priorities. Similarly, Andresen and Bergdolt (2017) stated that while cultural intelligence facilitates individual-level cross-cultural adaptability, the global mindset is essential for leaders navigating global-local integration in strategic contexts.

Although cultural intelligence and the global mindset are interrelated—given that cultural intelligence can contribute to the development of a global mindset—they are not interchangeable. Cultural intelligence equips individuals with tools for specific cross-cultural interactions, such as managing multicultural teams or negotiating in diverse contexts. The global mindset, by contrast, provides a broader framework for interpreting global-local dynamics and integrating diverse perspectives into strategic initiatives (Lee and Levy, 2023). Yari *et al.* (2020) emphasized that treating cultural intelligence and the global mindset as distinct constructs avoids conceptual overlap, enabling researchers to develop more precise models and generate robust empirical findings. The same logic has been presented by Ramsey *et al.* (2016) because they stressed the distinction between cultural intelligence and the global mindset also has practical implications for organizational training and leadership development. Cultural intelligence training programs typically focus on building adaptability and interpersonal skills, making them valuable for employees in culturally diverse settings. In contrast, global mindset programs aim to cultivate strategic thinking and global-local integration, which are vital for executives and top-tier decision-makers.

Therefore, while cultural intelligence and the global mindset share the common goal of improving cross-cultural effectiveness, their conceptual and practical differences justify studying them independently (Lee and Levy, 2023; Yari *et al.*, 2020; Andresen and Bergdolt, 2017; Ramsey *et al.*, 2016).

3. Hypotheses development

3.1 *Proactive personality and individual global mindset*

An individual with a proactive mentality tends to be self-starting, capable of foreseeing obstacles and actively influencing their surroundings. These qualities encourage people to think ahead, which enables them to recognize possibilities and predict problems (Seibert *et al.*, 2001). This trait has been connected to several productive work-related outcomes and actions, such as workplace engagement, job performance, job crafting and inventive behaviors (Bakker *et al.*, 2012; Nasaj, 2021). Concurrently, the notion of a personal global mindset has gained traction, especially considering its importance in the field of international business against the backdrop of globalization. An openness to and understanding of various cultural processes, as well as the capacity to understand and respond to global-local interactions, are all components of a global mentality (Gupta and Govindarajan, 2002; Levy *et al.*, 2007). However, a scarce previous literature has tried empirically to investigate the relation between the two. For example, Hu *et al.* (2020) investigated the connection between proactive personality and cross-cultural adjustment. They observed that proactive people made good use of social media and digital technologies to ease their cross-cultural transitions, with cultural intelligence being a key component. This suggests that proactive people may naturally lean toward gaining a

worldwide perspective through taking advantage of the chances and resources available to them, and that cultural intelligence may operate as a link between proactive inclinations and a global perspective.

Furthermore, the relationship between a proactive personality and job performance in cross-cultural service interactions is analyzed by Köksal *et al.* (2023). Their results indirectly illustrate the relationship between proactiveness and a global viewpoint by underlining the importance of proactive qualities in navigating and performing well in varied cultural contexts. Given these links and the combined data from the previously mentioned studies, it becomes clear that proactive personalities encourage people to develop a global perspective, which helps them function well in multicultural and international environments. Grounding on this synthesis, the study proposes the following hypothesis:

- H1.* Proactive personality has a positively significant relation with individual global mindset.

3.2 Individual global mindset and resilience behavior

In a rapidly increased dynamic business environment, the concept of “building” resilience among individuals has become popular at the workplace (Hartmann *et al.*, 2020). Resilience is an energy-generating personal resource that reflects an individual's “capacity to rebound from adversity strengthened and more resourceful” (Walsh, 2015, p. 4). Due to their ability to learn from their mistakes, employees who possess greater levels of resilience are more likely to recover from impediments at work, regard work-related hardship as an opportunity to develop and improve their performance (De Clercq and Pereira, 2019).

The majority of firms today intend to compete in foreign markets, yet little is firmly understood in research or practice about how to prepare individuals for their roles in a globalized world. Global mindset is a blend of personal traits and skills that empower a manager to impact individuals, teams and organizations that are located abroad (Javidan and Bowen, 2013). Similarly, Felício *et al.* (2016) defined global mindset as a multidimensional construct that integrates the strategic and cultural dimensions, containing the individual characteristics of global leadership. More precisely, individual global mindset consists of three key attributes: a complex cognitive structure, knowledge and experience and the behavioral perspective (Felício *et al.*, 2016). According to Levy *et al.* (2007), a cognitive structure is the propensity for, comprehension of and expression of various cultural and strategic realities at the local and global levels. On the other hand, knowledge and experience aid in the observation of common patterns that permit the identification of opportunities (Rogers and Blonski, 2010). Finally, a behavioral perspective enables the manager to evaluate various markets, cultures or contexts, recognize similarities among the differences and take appropriate action (Jeannot, 2000).

High performers with these attributes find it simpler to collaborate well with people who are different from them. They also have a higher chance of success in these positions. Conversely, managers with low levels of these qualities find working in global roles to be stressful and irritating. They also have a lower chance of succeeding in these tasks, which leads to low resilience behavior over time. The ability to impact individuals who are different from oneself is known as a global mindset, and it is essential to the resilience and efficacy of global managers (Javidan and Bowen, 2013). Prior studies have not specifically examined how a person's global mentality could increase the possibility that they will develop resilience for the purpose of improving their organization. This oversight is significant as it restricts organizations' understanding of how an individual global mindset – an ability to see the world from multiple perspectives – helps employees' master resilience and might influence their innovative behaviors. In response, this research aims to understand how and when employees' global mindset might stimulate employees' resilience to maximize individual as well as overall organization effectiveness. Accordingly, we hypothesize:

H2. Individual global mindset positively influences the resilience behavior of individuals.

3.3 *The intermediary role of cultural intelligence*

The better performance of some employees over their counterparts is explained by divergent arguments in literature. Some use the individual personality traits (psychological) as the distinguisher; whereas others lean on their societal environment being the shapers of their performance (Nasaj *et al.*, 2022). This study utilizes psychological arguments to support superior individual behavior and effective workplace performance. As discussed in preceding hypotheses, the cognitive inclination of managers is central to effective management and competitive advantage. Therefore, the interest in understanding their mindset in a global environment has gained prominence (Levy *et al.*, 2007). Lewis *et al.* (2021), in fact, further examined global mindset beliefs across specific domains such as personality, technology, science and math, to identify if global mindset also directed global outcomes and what mindset interventions could be useful.

Change and innovation are the only constant in the current globalized and dynamic world. Organizations are constantly discovering new ways to achieve effectiveness and such challenges call upon employees to have the capacity, will and inclination to take responsibility for steering change (Giebels *et al.*, 2016). Proactive Personality is considered extremely desirable in such environment as proactive personalities take the lead, influence their environment and take result-oriented constructive action (Nasaj, 2021). At the same time, cultural intelligence as an individual trait has been recognized to be relevant to contemporary phenomena like globalization, international business management, manpower diversity and employee stress and burnout (Van Dyne *et al.*, 2012; Fu and Charoensukmongkol, 2023). When employees with proactive personality demonstrate sensitivity to other cultures and a pro-multicultural workplace orientation, it contributes to their overall mindset becoming broad and global. Zhao *et al.* (2020) described these as boundaryless mindsets that facilitate proactive self-initiated strategies in complex cross-cultural contexts; and ultimately influence contextual performance of international employees. Zhou and Charoensukmongkol's (2022) empirical examination of cultural intelligence alongside adaptive cross-cultural selling behaviors found a positive association that reinforces the idea that higher cultural intelligence levels prompt individuals to indulge in higher adaptive behaviors in cross-cultural settings. This is a significant potential that organizations can leverage to their competitive advantage.

Cross-cultural competency among managers has become a requirement irrespective of a firm's operations being limited to domestic or international domains, because they are all dealing with intercultural contexts (Andresen and Bergdolt, 2017). Such intercultural competencies facilitate strategic decision making by managers facing complex problems, by going beyond their own cultural beliefs and inhibitions. Charoensukmongkol and Phungsoonthorn (2022) emphasized the role of top management's high cultural intelligence as a critical competency in facilitating effective performance among cross-cultural and expatriate employees. Akkan *et al.* (2023) conducted an empirical study exploring the mediating role of cultural metacognition among expatriate employees in multinational companies, highlighting its influence on individual differences in innovativeness, adaptability to new contexts and engagement within global work settings. Besides, it has been argued by scholars that the levels of employees' cultural intelligence may be improved and strengthened through focused training and development programs. Thus, the occupational benefits of cultural intelligence are multi-faceted (Pandey and Charoensukmongkol, 2019). International management literature prominently cites individual global mindset and cultural intelligence as leading intercultural competencies (Lovvorn and Chen, 2011; Ang *et al.*, 2007). This implies the interconnectedness of these individual-level constructs, thereby indicating a significant relation between cultural intelligence and individual global mindset.

It is evident from this discussion that proactive personality and cultural intelligence as well as cultural intelligence and individual global mindset interact with one another as individual constructs. It is further argued that the presence and intensity of cultural intelligence levels among employees helps to identify the nature and strength of the relationship between proactive personality and individual global mindset. Zhao *et al.* (2020) affirmed the intermediary role of behavioral cultural intelligence in proactive resource acquisition that leads to boundaryless mindsets among international employees with global footprints. The acquisition of individual global mindset by proactive personality classified individuals is likely to be enhanced by the presence of cultural intelligence as a focal point during their interactions. Examples maybe the proactive use of appropriate tactics by multinational corporations' employees, to obtain professional knowledge from local host country colleagues, or getting them to execute desired tasks, keeping their cultural sensitivities in mind.

Thus, the following hypothesis is proposed:

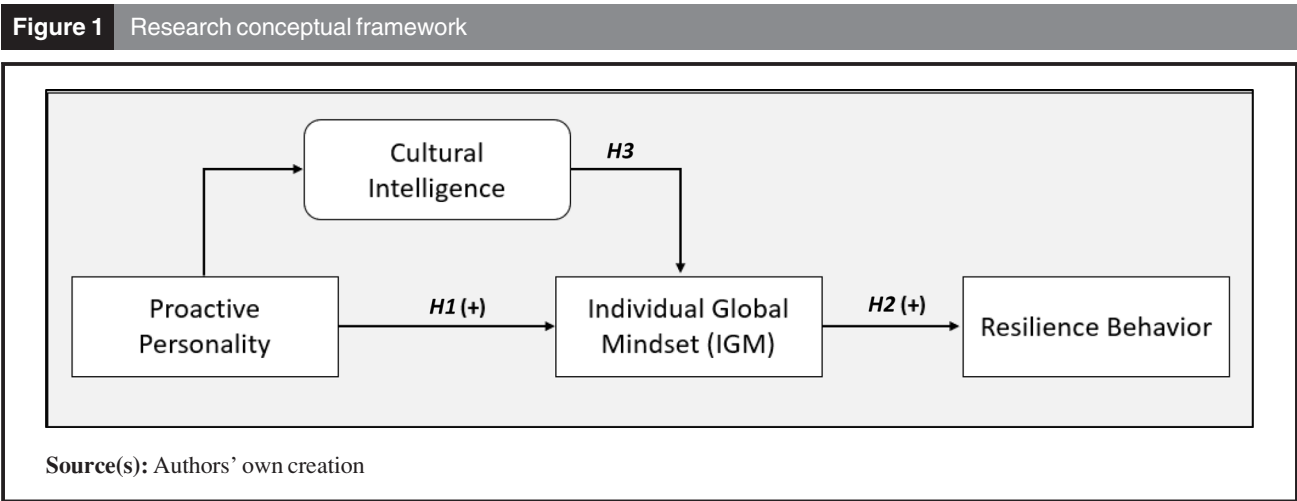
H3. Cultural intelligence mediates the relation between proactive personality and global mindset of individuals.

The projected conceptual framework, based on the hypotheses above, is represented in Figure 1.

The proposed Conceptual Framework adds to the existing literature on proactive personality in a variety of ways. First, this research is an empirical valuation of the relation between proactive personality and individual global mindset, thus the proposed conceptual framework will be appreciated by its global readers. Second, it adds other key constructs such as cultural intelligence and employee resilience behavior, and establishes direct and mediating relationships among them, hence advancing the field of international business and management. Third, this study contributes to the empirical application of the JD-R theory in the context of individual level constructs that have not been co-investigated in past research. The perspective of viewing proactive personality, in combination with cultural intelligence and global mindset as individual level job resources, to attain the job demand of resilience behavior is a unique approach. Overall, this study provides insights that can enable managers to identify ways that they can facilitate the building of global mindset and resilience behaviors among their human capital resources.

4. Methodology

The study aims to deduct the relation amongst proactive personality, cultural intelligence, individual global mindset and individual resilience behavior; therefore, a quantitative



method was appropriate to follow in analyzing the collected data (Saunders *et al.*, 2016). The data was obtained via a self-reporting questionnaire-based survey; SPSS v28 and Amos v28 were used for the data analysis.

4.1 Data collection and sample

The UAE is a unique country that has a population of around 10 m. In 2023, the expatriate population in the UAE is reported to be approximately 9.0 m, according to research by Global Media Insight (GMI, 2023). This is approximately 90% of the UAE population, thus highlighting the significant presence of expatriates in the UAE. Such a cosmopolitan place offers a great opportunity for our research to collect data from, because the research aims to capture the influence of cultural intelligence and global mindset on individual resilience behavior. Hence the research data were obtained from different professionals in the UAE. The random sampling technique was used to minimize the risk of bias in the gathered data (Kothari, 2004). To ensure that we gather data from our target group, a knockout question asking, “Are you currently working in UAE?” was included in the survey. Finally, 227 complete and usable responses were collected and used in the analysis.

4.2 Measures

The study's constructs were assessed using a 5-point Likert scale survey, adhering to the agreement rating format recommended by Saunders *et al.* (2016), which includes options ranging from “Strongly agree” to “Strongly disagree.” All the scales adopted in this study were selected from well-established scales in the literature.

To measure proactive personality, the scale by Claes *et al.* (2005) was used that consists of 6 items, such as: If I see something I don't like, I fix it and I excel at identifying opportunities, to collect and measure the proactiveness of our participants.

Van Dyne *et al.*'s (2012) four-factor model for measuring cultural intelligence was adopted in this study, that consists of metacognitive, cognitive, motivational and behavioral subdimensions with a total of 11 items. Examples of questions included: I develop action plans before interacting with people from a different culture, I can describe the ways that leadership styles differ across cultural settings, I truly enjoy interacting with people from different cultures and I change my use of pause and silence to suit different cultural situations.

To measure individual global mindset, the study adopted Felício *et al.*'s (2016) scale. The scale consists of three dimensions: cognition, knowledge and behavior. In total the scale has 12 items, such as the senior manager encourages cross-disciplinary collaboration. The senior manager gained experience from international travel. Internationalization is the only way to achieve the growth objectives.

Smith *et al.* (2008) came up with a brief resilience scale of six items that was proven to be valid and consistent. Hence the study has adopted their new scale to measure the individual resilience behavior of the participants. The scale consists of items such as: I tend to bounce back quickly after hard times, it does not take me long to recover from a stressful event and I usually come through difficult times with little trouble. All the used items in the survey can be found in Appendix 1.

Finally, demographic variables were used to identify the participants' profile such as: age, gender, years of experience, job level, company size and educational background. The results are illustrated in Table 1.

4.3 Data analysis

4.3.1 Reliability and validity tests. A set of tests was used to examine the reliability and validity of the adopted scales in this study, before conducting the hypotheses testing. First,

Table 1 Participants' profile summary

Variable	Item	Frequency	%
Gender	Male	109	48.0
	Female	118	52.0
Age	20–30	76	33.5
	31–40	64	28.2
	41–50	53	23.3
	> 51	34	15.0
Job level	Senior manager	61	26.9
	Middle manager	43	18.9
	Line manger	59	26.0
	Supporting staff	64	28.2
Size	1–249 employees	71	31.3
	250–500 employees	53	23.3
	501–1000 employees	46	20.3
	> 1001	57	25.1
Experience	0–5	76	33.5
	6–10	52	22.9
	11–15	44	19.4
	> 16	55	24.2
Education	High school	50	22.0
	Diploma/bachelor	70	30.8
	Master	62	27.3
	Doctorate	45	19.8

Source(s): Authors' own creation

Common Method Bias analysis was conducted to ensure the absence of bias in the collected data. Harman's one-factor common bias method (Podsakoff *et al.*, 2003) was used, as it is frequently used in the literature (Fuller *et al.*, 2016). The findings indicate that the single factor explains only 28.35% of the collected data, which is less than 50%. Thus, the study does not exhibit a common method bias issue.

To assess the reliability of the scales, several tests were conducted. Cronbach's alpha was used, with a cutoff value of 0.7 (Mallery and George, 2003) considered acceptable. In addition, the Kaiser–Meyer–Olkin (KMO) test, which measures sample adequacy, was used. A KMO value closer to 1.0 indicates higher scale reliability, whereas a value below 0.50 suggests the scale is unreliable (Morgan *et al.*, 2004). The results showed that KMO = 0.925. The final test conducted was the Bartlett Test of Sphericity, which assesses the presence of correlations. The significance of this test, as per Hair *et al.* (2010), indicates reliable scales. The reliability tests conducted confirmed the reliability of the research scales. Table 2 presents the results of the reliability tests and correlations among variables.

To validate the research variables, factor analysis was performed. Exploratory Factor Analysis (EFA) was conducted using principal component analysis as the extraction method and varimax rotation. The results indicate that all questionnaire items loaded onto their respective constructs and achieved acceptable values, exceeding 0.45 (Field, 2013). Detailed results can be found in Appendix 2.

The findings of Confirmatory Factor Analysis (CFA) indicated a robust model fit, as all indices are within acceptable ranges: $\chi^2/df = 1.313$ (Schreiber *et al.*, 2006), CFI = 0.969 (Byrne, 2010), IFI = 0.969 (Bentler, 2007), TLI = 0.967 (Marsh *et al.*, 2004) and RMSEA = 0.037 (Steiger, 2007). Furthermore, evaluations for both convergent and discriminant validity of the measurement scales were performed. An acceptable outcome threshold was established, with a cutoff value exceeding 0.5, as outlined by Hair *et al.* (2006). The process for assessing discriminant validity included the comparison of the square root of the average variance extracted (AVE) with the inter-construct correlations. To prove discriminant validity, it is necessary for the square root of AVE to be greater than the correlations between the

Table 2 Correlation matrix and descriptive statistics

Research variables	Mean	SD	Cronbach's alpha	1	2	3	4	5	6	7	8	9	10
1-Gender	1.52	0.501	–	–									
2-Age	2.20	1.064	–	–0.061	–								
3-Experience	2.34	1.177	–	–0.124	0.422**	–							
4-Education	2.45	1.044	–	0.017	0.262**	0.234**	–						
5-Job Level	2.56	1.164	–	–0.125	0.011	–0.017	0.114	–					
6-Size	2.39	1.171	–	0.043	0.118	0.181**	0.156*	–0.112	–				
7-Proactive Personality	3.51	1.119	0.936	–0.147*	–0.135*	0.004	–0.027	–0.050	–0.093	(0.710)			
8-Cultural Intelligence	3.43	1.003	0.939	0.042	–0.117	–0.090	–0.025	–0.031	0.039	0.187**	(0.584)		
9-Global Mindset	3.35	0.987	0.935	0.063	–0.023	–0.060	0.032	0.007	–0.026	0.169*	0.276**	(0.548)	
10-Resilience Behavior	3.56	1.143	0.946	–0.024	0.049	0.130	–0.029	–0.063	–0.033	0.090	0.343**	0.419**	(0.746)

Note(s): n = 227. *p < 0.05, **p < 0.01. AVE is shown in diagonal and between brackets
Source(s): Authors' own creation

constructs (Hair *et al.*, 2006). Based on the information in Table 2, it was confirmed that both convergent and discriminant validity criteria were met successfully. Details of CFA analysis can be found in appendix 3.

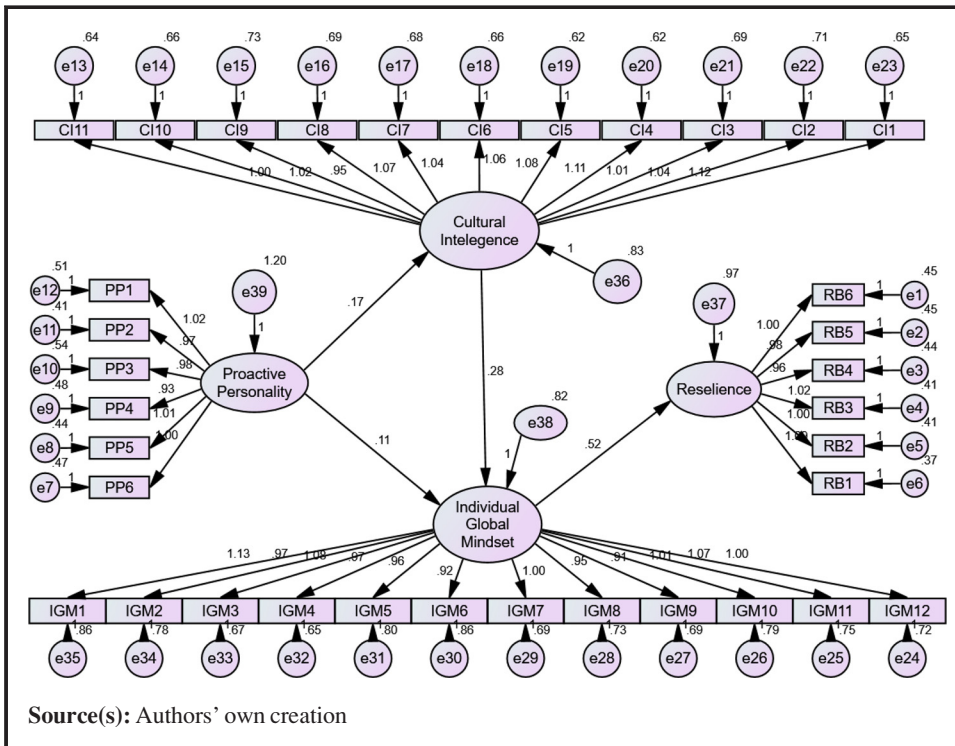
4.3.2 Findings. We performed a linear regression analysis to examine the impact of control variables by comparing two models: one including only the primary research variables and another incorporating control variable (Gender, Age, Job Level, Experience, Education and Organization Size). The first model (without control variables) has a $R^2 = 0.615$, whereas the second model (with control variables): $R^2 = 0.629$. This means that the addition of the control variables resulted in a 1.4% increase in the explained variance in resilience behavior. This change is relatively small, but it indicates that the control variables have provided some additional explanatory power in the model. None of the control variables illustrate a significant effect: gender (p -value = 0.505), Age Group (p -value = 0.162), Size (p -value = 0.930), Work Experience (p -value = 0.129), Education Level (p -value = 0.574) and Job Level (p -value = 0.902). The main predictors remained significant, demonstrating that the overall results were largely unaffected by the control variables.

The research used structural equation modeling with robust maximum likelihood estimation to examine the research hypotheses. The model is illustrated in Figure 2.

Structural equation modeling fit indices showed a good model fit: $\chi^2/df = 1.336$, CFI = 0.966, IFI = 0.967, TLI = 0.964, RMSEA = 0.039 (Byrne, 2010). The results of direct relations among the constructs are illustrated in Table 3.

The research results display that proactive personality is significantly related to cultural intelligence (p -value = 0.005), and proactive personality is significantly related to individual global mindset (p -value = 0.042). Whereas cultural Intelligence is significantly related to individual global mindset (p -value = 0.000). In addition, individual global mindset is significantly related to resilience behavior (p -value = 0.000). Therefore, Hypothesis 1 and Hypothesis 2 are true. In terms of Hypothesis 3, a mediation role is assumed. To further validate the mediating role of Cultural Intelligence, the research used the bootstrapping method to construct confidence intervals for the indirect effect (Preacher and Hayes, 2004). The bootstrapping method contained 2000 repeated samples were used to attain 95% confidence intervals for the indirect effects of proactive personality on individual global mindset. The results of the indirect relations are illustrated in Table 4.

The results indicate an indirect relationship between proactive personality and individual global mindset, with a lower bounds value of 0.012 and an upper bounds value of 0.113. The interval (LL 0.182, UL 0.476) does not include 0, suggesting a significant relationship, furthermore the two tailed significance (0.006) illustrates that the indirect relation is significant. Therefore, Hypothesis 3 is supported.

Figure 2 Structural equation model**Table 3** Structural equation modelling direct relations results

Paths	Estimate	S.E.	C.R.	P
Proactive personality → Cultural intelligence	0.170	0.060	2.828	0.005**
Proactive personality → Individual global mindset	0.114	0.061	1.868	0.042*
Cultural intelligence → Individual global mindset	0.280	0.075	3.749	***
Individual global mindset → Resilience behavior	0.517	0.082	6.277	***

Note(s): $n = 227$. * $p < 0.05$, ** $p < 0.01$

Source(s): Authors' own creation

Table 4 Indirect relations results

Paths	Lower bounds	Upper bounds	Two tailed significance
Proactive personality → Individual global mindset	0.012	0.113	0.006

Source(s): Authors' own creation

5. Discussion

The study aims to examine a set of relationships among various individual level constructs such as proactive personality, global mindset, cultural intelligence and resilience behavior of individuals. The empirical examination of the conceptual framework in Figure 1 that proposed three hypotheses is supported. Our first hypothesis argues for a positive association between proactive personality and global mindset at the individual level. These findings are aligned with the study supported by Hu *et al.* (2020) who found support in terms of the inclination of individuals with proactive personality, to attain a global mindset. Thus, the

important role of proactiveness in steering and shaping the mindset of the individual, to effectively deal with cross cultural environments, is reinforced. Accordingly, an individual global mindset is crucial for successful internationalization efforts, emphasizing the importance of cultural adaptability and openness to diverse perspectives. Having the ability to persist and persevere toward organizational pursuits, keeping in mind the sensitivities required to deal effectively in a globalized world, is found to be significant (Bakker *et al.*, 2012).

Respondents of this study work in contemporary organizations in the UAE. Their views on the importance of having a globally oriented mindset in a dynamic environment and one that encourages resilient behaviors, is an endorsement of the extant literature on this subject (Hartmann *et al.*, 2020). The study findings support the facilitating role that global mindset can play in enabling individuals, teams and organizations, to be prepared to effectively deal with a globalized world business landscape (Javidan and Bowen, 2013). This hypothesis being supported is a contribution to the gap found in literature, with regard to the possibility of global mindset augmenting the resilience behaviors for improvement in the performance of the organization. This maybe further elaborated with the help of the characteristics of these constructs (Félício *et al.*, 2016; Smith *et al.*, 2008). Demands of individual global mindset include cross disciplinary collaboration, active working in teams, international exposure, strategic international planning and international operations. These organizational activities challenge the individuals to perform in the face of adverse and sometimes totally new domains that require a lot of adaptive behaviors. Those are qualities that characterize resilience in general and thus the relevance of this hypothesis being true is explicated.

This empirical investigation of working professionals in the UAE, which is a multicultural environment for living and working, found the presence of cultural sensitivity and intelligence as playing a crucial role among individuals. Individuals with a proactive personality and global mindset have already been found to be contributors to superior workplace performance, in preceding hypotheses. It was further argued and found to be true, in this hypothesis, that the presence of cultural intelligence among such individuals is a predictor of superior performance. This is in line with extant literature that has empirically established the effective performance of employees with high cultural intelligence levels (Zhou and Charoensukmongkol, 2022; Pandey and Charoensukmongkol, 2019). It was found that the absence of cultural intelligence among proactive individuals may end up limiting the development of a global mindset in them. This may be counterproductive to achieving the contemporary organizations' zeal to have the capabilities to foster change and build positive organizational behaviors (Giebels *et al.*, 2016). Literature has advanced the importance of cultural intelligence in dealing with globalization, internationalization and diversity (Van Dyne *et al.*, 2012). Thus, this is an important finding that cultural intelligence mediates the relationship between proactive personality and global mindset given the imperative role of cross-cultural competencies among professionals and managers today found in literature (Andresen and Bergdolt, 2017).

6. Conclusion

6.1 Implications

This research has implications for individual employees, managers and strategic decision makers in organizations. The multiple demands on decision making in the light of a globally integrated and digitalized world call upon managers to capitalize on the qualities of their human capital to the utmost. This study provides insights that can enable them to identify ways that they can facilitate the building of global mindset and resilience behaviors among their people. This can be done by understanding individual employee personality profiles, encouraging those with proactive orientations to the need for a global mindset and sensitizing them toward enhanced cultural intelligence as a facilitator. Hence, individuals with proactive personalities who possess high cultural intelligence are more likely to demonstrate better job performance, cross-cultural adjustment and the development of a

global mindset, emphasizing the importance of cultural intelligence in fostering success in diverse environments.

Some of the practical specific strategies that may be adopted by organizations include the involvement of top leadership in communicating and driving the importance of a global mindset and cultural intelligence, among individual employees across work levels in the organizational hierarchy. Furthermore, cultivating these contemporary in-demand job skills and resilience behaviors may be done through strategic training and development interventions that formally and informally incorporate these among individual members. Finally, an organizational environment that celebrates employees that demonstrate proactive personalities, cultural intelligence and global mindset may strategically encourage these behaviors and eventually contribute to long-term organizational effectiveness as well as better performance.

6.2 Contribution

Proactive personality and global mindset of individual employee is one of the key domains that influence the resilience behavior of the employee and one of the parameters for ensuring better performance. As a result, it is assumed that those employees are not only likely to deliver, but will also be more committed, satisfied and healthier. This aligns with the argument made in the JD-R theory, to bring about employee wellbeing and motivation as positive workplace outcomes. Because cultural intelligence helps bridging cultural gaps that come from traditions, disciplines and nationalities, it enables employees to gain a new outlook on how to speak, act and work with others. This makes an individual employee more inclusive, supportive and become an effective manager. Therefore, this study will contribute toward the capability perspective of developing cultural intelligence in proactive personality and in global mindset settings, and enhancing resilience behaviors and productivity of employee in the UAE. Relying on these empirical findings, the study proposes a scheme for a capability-based conceptualization of personality – global mindset – resilience behavior development.

Furthermore, the Volatile Uncertain Complex Ambiguous (VUCA) world ([Millar et al., 2018](#)) today necessitates individual level employee qualities such as proactiveness, multicultural orientation, global mindset and resilient behaviors to achieve superior business performance and firm competitiveness. Therefore, this study makes a direct contribution to the existing body of international business literature on this subject.

6.3 Limitation and direction for future research

This study examines proactive personality and other individual level constructs that may contribute to individual level resilience behaviors. Future studies may consider examining these constructs at the group and organizational levels to understand macro-behaviors and recommend appropriate interventions for these multiple levels. The study was conducted using quantitative methodology and this may be seen as a limitation owing to lack of descriptive, qualitative insights. Thus, some qualitative studies that interview professionals about their job demands, resilience behaviors and corresponding individual level qualities, may add more in-depth insights to the findings of the study in the future. Answers to some of the “why” and “how” questions regarding these phenomena may be of further interest to the body of scholarly knowledge. In addition, investigating the impact of working from home, digitalization and other technological advancements on the individual constructs in this study could be highly relevant in the current global business environment. Finally, future research may perform some sort of comparative analysis of the findings in different cultural and economic settings by adding additional moderating or mediating variables, examining different personalities such as self-monitoring, grit or intrapreneurial personality or controlling by gender or other demographic variables that may add further insights and enrich our understanding of the avenues to build individual global mindset.

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Table A1**Measurement items**

<i>Constructs</i>	<i>Items</i>	<i>Source</i>
Proactive personality	PP1: If I see something I don't like, I fix it PP2: No matter what the odds, if I believe in something I will make it happen PP3: I love being a champion for my ideas, even Against others' opposition PP4: I excel at identifying opportunities PP5: I am always looking for better ways to doing things PP6: If I believe in an idea, no obstacle will prevent me from making it happen IGM1: The senior manager encourages cross-disciplinary collaboration IGM2: The senior manager is able to listen to others and change his/her opinion IGM3: The senior manager believes that he/she can influence what happens around him/her IGM4: The senior manager is an active member when working in a team IGM5: The senior manager is in contact on a daily basis with international clients, suppliers and employees IGM6: The senior manager gained experience from international travel IGM7: The senior manager has other relevant experience IGM8: Internationalization is the only way to achieve the growth objectives IGM9: The manager/owner is willing to lead the enterprise into the international market IGM10: The enterprise managers spend considerable amounts of time planning international operations IGM11: The enterprise managers see the world as a single, vast market) IGM12: The enterprise managers see the world not as a playground, but also as a school CI1: I develop action plans before interacting with people from a different culture CI2: I am aware of how my culture influences my interactions with people from different cultures CI3: I adjust my understanding of a culture while I interact with people from that Culture CI4: I can describe the different cultural value frameworks that explain behaviors around the world CI5: I can describe the ways that leadership styles differ across cultural settings CI6: I truly enjoy interacting with people from different cultures CI7: I value the status I would gain from living or working in a different culture CI8: I am confident that I can persist in coping with living conditions in different cultures CI9: I change my use of pause and silence to suit different cultural situations CI10: I modify how close or far apart I stand when interacting with people from different cultures CI11: I modify the way I disagree with others to fit the cultural setting RB1: I tend to bounce back quickly after hard times RB2: I have a hard time making it through stressful events RB3: It does not take me long to recover from a stressful event RB4: It is hard for me to snap back when something bad happens RB5: I usually come through difficult times with little trouble RB6: I tend to take a long time to get over set-backs in my life	Claes, R., Beheydt, C., & Lemmens, B. (2005). Unidimensionality of abbreviated proactive personality scales across cultures. <i>Applied Psychology: An International Review</i> , 54(4), 476–489 Felício, J. A., Meidutė, I., & Kyvik, Ø. (2016). Global mindset, cultural context, and the internationalization of SMEs. <i>Journal of Business Research</i> , 69(11), 4924–4932 Van Dyne, L., Ang, S., Ng, K. Y., Rockstuhl, T., Tan, M. L., & Koh, C. (2012). Sub-dimensions of the four factor model of cultural intelligence: Expanding the conceptualization and measurement of cultural intelligence. <i>Social and personality psychology compass</i> , 6(4), 295–313 Smith, B. W., Dalen, J., Wiggins, K., Tooley, E., Christopher, P., & Bernard, J. (2008). The brief resilience scale: assessing the ability to bounce back. <i>International journal of behavioral medicine</i> , 15, 194–200
Individual global mindset		
Cultural intelligence		
Individual resilience behavior		
Source(s): Authors' own creation		

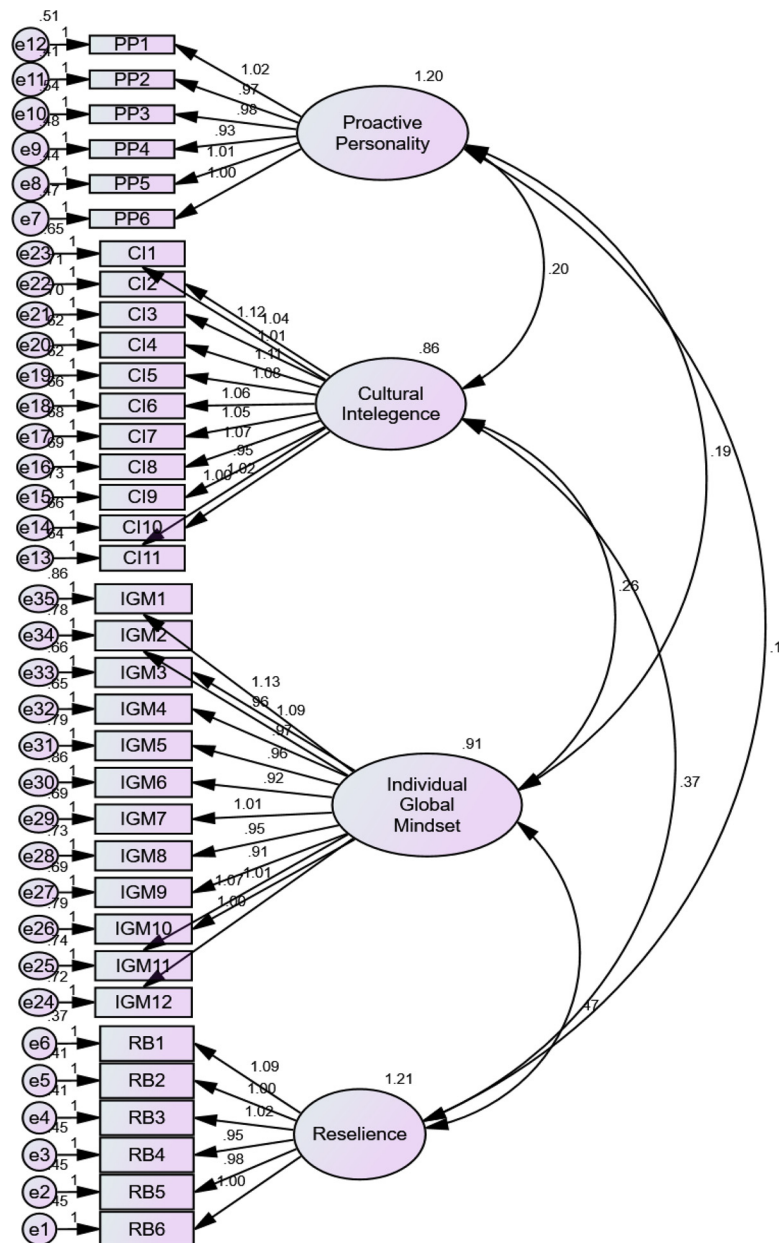
Appendix 2

Table A2 Exploratory Factor Analysis

	<i>Rotated component matrix^a</i>			
	<i>Component</i>			
	1	2	3	4
IGM1	0.781			
IGM2	0.710			
IGM3	0.798			
IGM4	0.749			
IGM5	0.731			
IGM6	0.685			
IGM7	0.757			
IGM8	0.734			
IGM9	0.715			
IGM10	0.745			
IGM11	0.795			
IGM12	0.743			
CI1		0.795		
CI2		0.767		
CI3		0.764		
CI4		0.798		
CI5		0.798		
CI6		0.767		
CI7		0.756		
CI8		0.766		
CI9		0.728		
CI10		0.772		
CI11		0.784		
PP1				0.859
PP2				0.868
PP3				0.858
PP4				0.863
PP5				0.864
PP6				0.863
RB1			0.865	
RB2			0.847	
RB3			0.829	
RB4			0.847	
RB5			0.828	
RB6			0.843	

Note(s): Extraction method: principal component analysis. rotation method: varimax with kaiser normalization. ^aRotation converged in 5 iterations

Source(s): Authors' own creation

Figure A1 Confirmatory Factor Analysis

Note(s): The data that support the findings of this study are available from the corresponding author, [MN], upon reasonable request

Source(s): Authors' own creation