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Thriving in Diversity: Examining the Independent Effects of Cultural Intelligence and Global Mindset on Job Performance

Abdullah Al Sayed[1], Rumana Afroze[1], Sujana Shafi[2]*

[1]Department of Business Administration, East West University, Dhaka, Bangladesh, [2]Faculty of Bussiness, Economics and Social Development, Universiti Malaysia Terengganu, Terengganu, Malaysia. *Corresponding Author's Email: sujanashafi006@gmail.com, sujanashafi@umt.edu.my

Abstract

In today's globalized workplace, Human Resource (HR) professionals must possess strong cross-cultural competencies to effectively manage diverse teams and drive organizational performance. This study investigates the influence of Cultural Intelligence (CQ) and Global Mindset (GM) on Job Performance (JP) among HR professionals in Bangladesh, emerging economy where empirical research on global competencies is still evolving. The study also explores whether Workforce Diversity (WD) moderates the relationship between GM and CQ. Grounded in Cultural Intelligence Theory and Global Mindset Theory, the study employed a cross-sectional design, collecting data from 176 HR professionals across local and multinational firms. Using validated instruments and partial least squares structural equation modeling (PLS-SEM), the analysis revealed that both CQ [$\beta = 0.272$, $p = 0.003$] and GM [$\beta = 0.273$, $p < 0.001$] positively and significantly affect job performance. However, GM does not significantly influence CQ and WD does not moderate the GM–CQ relationship. These findings highlight that CQ and GM are distinct yet complementary predictors of HR performance in cross-cultural settings. The study offers new insights for HR development, suggesting that organizations should invest in both CQ and GM training separately to enhance effectiveness in multicultural environments.

Keywords: Bangladesh, Cultural Intelligence, Global Mindset, HR Professionals, Job Performance, Workforce Diversity.

Introduction

The rapid-growing pace of globalization has reshaped the way organizations operate, demanding a workforce capable of working in complex cultural environments and addressing global challenges (1). Within emerging economies like Bangladesh, the impetus of globalization has grown stronger in recent years as domestic and multinational firms have extended their operations, hired globally and accepted increasingly diverse workforces (2). This change necessitates HR professionals who are equipped with sophisticated cross-cultural skills and a global strategic view. With this changing background, two competencies—CQ and GM—have gained much scholarly attention over the last decade. CQ refers to an individual's capacity to understand, adapt to and function effectively in culturally diverse settings (3, 4). GM, however, is a cognitive and strategic mental attitude enabling individuals to perceive, read and respond to global business contexts (5). Both constructs are critical for people working in multicultural or globally linked positions.

Previous Studies were conducted on CQ as it is linked to positive outcome like cross-cultural integration (6), adjustment to new environments (7–12), excellence in leadership (13, 14) and improved individual outcome (15). Despite growing international interest in global mindset and cultural intelligence, little empirical research exists on how these factors jointly influence job performance, particularly in non-western, rapidly evolving cultural environments such as Bangladesh (16). Also, the moderating effect of workforce diversity as well as the link between GM and CQ remain largely untested (17).

Addressing this gap is important because it advances theoretical integration by clarifying how these complementary capabilities jointly influence HR professional's performance outcomes (18). Examining these relationships in a non-western, rapidly evolving context such as Bangladesh enhances contextual validity and reduces western-centric bias in international management research. The novelty of this study lies in its integrated framework linking GM and CQ to job performance

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while incorporating workforce diversity as a boundary condition (19). By doing so, this study contributes both in theory and in practice. Firstly, by exploring the roles of CQ and GM we contribute to the theoretical development of cross-cultural management and IHRM literature regarding JP. Additionally, the study investigates workforce diversity as a moderator of these constructs, offering new insights into how global competencies may be affected by or constrained by context. Furthermore, the results bring theoretical clarity by showing that global mindset is not necessarily a predictor of cultural intelligence, thereby countering implications of their interdependence and opening the door to future conceptual work (20). In practice, this study provides useful information for businesses looking to manage their talent worldwide. By collecting data from HR practitioners in local and international firms in Bangladesh, the present study generates new knowledge from a less researched environment, enriching the international HRM research base (21).

To guide this inquiry, this study aims to examine the impact of cultural intelligence and global mindset on the job performance of HR professionals in Bangladesh. Specifically, it investigates the influence of global mindset on cultural intelligence and explores whether workforce diversity moderates the relationship between global mindset and cultural intelligence.

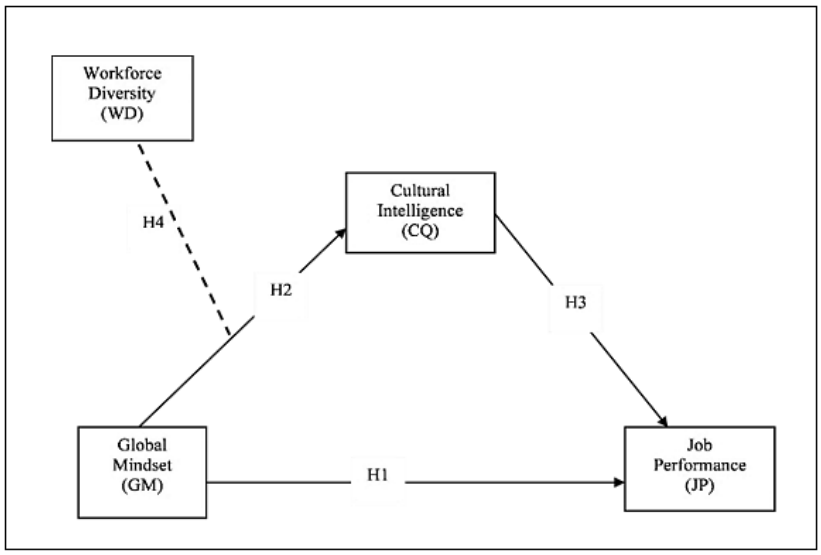

Figure 1: The Suggested Conceptual Framework

Figure 2: Research Procedure

Theoretical Underpinning and Conceptual Framework

The main foundation of this research is cultural intelligence theory and global mindset theory. Cultural Intelligence Theory conceives CQ as an individual's aptitude to function well in diverse cultural contexts (22). Whereas, Global Mindset Theory emphasizes a strategic mental frame to allow one to perceive, know and respond suitably to global business complexity (23).

The conceptual framework is presented graphically in Figure 1 serve as the foundation for the empirical research of the study. The research procedure presented in Figure 2 summarizes the step-by-step research process and overview of the study methodology.

Hypothesis Development

The capacity to communicate and be open to distinct sociocultural and tactical issues on a regional and worldwide scale is known as a global mindset (24). Empirical studies suggest that individuals possessing a global perspective, exhibit higher level of open-mindfulness and understanding of distinctive cultural values (25). This broader perspective made them able to handle more complicated issues and think critically about both the business and one. In addition to that, a global mentality is required for cultural intelligence (26, 27). Similarly, an individual having a worldwide perspective demonstrates tolerance for diversity across businesses, countries and cultures and can interpret performance criteria beyond the assumptions of any single context (28). Previous research postulates that, having a global mentality helps to think globally, built capacity to adjust to new information from around the globe and connect it all for one's own career or job success (29). Therefore, cultural intelligence and a global perspective act as a prism, turning the varied consequences of workforce diversity into advantageous results. Even potentially detrimental effects, like disputes or a decline in unity, can be turned into positive ones (30). Therefore, we hypothesize:

H1: Global Mindset positively impacts Job performance.

H2: Global Mindset positively impacts Cultural intelligence.

H3: Cultural intelligence positively impacts employee job performance.

H4: Workforce diversity moderates the association between global mindset and cultural intelligence.

Methodology

In order to objectively examine the connections among global mindset, cultural awareness, workforce diversity and performance at work, this study used a quantitative, cross-sectional investigation approach (31). This approach allows efficient data collection from HR professionals and enables statistical testing of direct and moderating effects (32). While PLS-SEM provides a robust method to assess complex relationships and validate measurement models (33). Overall, this design ensures rigor, replicability and relevance for addressing the research questions. Data were collected via a structured survey administered in both paper and online formats to HR professionals in Bangladesh, allowing comprehensive coverage and enabling hypothesis testing through PLS-SEM. The intended group consisted of human resource specialists currently employed in local and multinational organizations within Bangladesh. Eligibility was limited to those actively serving in HR roles at the stage of gathering data; individuals outside this criterion were not included. A non-probability convenience sampling method was employed to target HR professionals actively working in local and multinational organizations across Bangladesh, as this approach allowed efficient access to the relevant population. G*Power 3.1 application was used to determine the number of samples. The minimum number of samples needed was 99 respondents; determined using a medium effect size [$f^2 = 0.15$], $\alpha = 0.05$ and statistical power of 0.80 (34, 35). To ensure robustness, 200 questionnaires were distributed in both paper format and electronic format via Google Forms. Following data cleaning methods, 176 genuine and complete responses were kept out of the 189 total responses. Data collection occurred between October 6 and December 26, 2024. Anonymity and secrecy were guaranteed to participants to promote candid responses. The survey was administered in English, the standard professional language for HR practitioners in Bangladesh. Both printed copy and online distribution methods were employed to maximize reach and convenience. To guarantee accuracy and dependability, the study used well-established

measuring scales from existing literature. A five-point Likert scale, with 1 denoting "strongly disagree" and 5 denoting "strongly agree," was used to rate each item. The study used well-established scales: a 3-item scale for HR professionals' global mindset (36), a 12-item scale assessing metacognitive, cognitive, motivational and behavioral aspects of cultural intelligence (2), a 4-item scale measuring organizational citizenship and task-related performance (37) and a 3-item scale capturing perceptions of ethnic and gender diversity climate (38). To assess the instrument's reliability, relevance and clarity, pilot research involving thirty HR experts was carried out (39). Minor wording adjustments were made to improve comprehension. Internal consistency was assessed, yielding CA values above the 0.70 benchmark for all constructs, indicating acceptable reliability for proceeding to the main study (40, 41). A number of statistical and operational strategies were used to reduce common method bias (CMB). Procedurally, respondent anonymity and confidentiality were emphasized, item order was randomized and constructs were separated in the questionnaire layout (42). A statistical analysis using Harman's single-factor test showed that no single factor explained more than 50% of the overall variation, suggesting that CMB was not a serious problem in the data (42, 43). SPSS version 25 was used to perform descriptive analysis and initial data cleaning (44). Structural equation modeling was carried out using SmartPLS 4.0 (45). The measuring model was assessed using convergent validity (average variance extracted), discriminant validity (HTMT ratio and Fornell-Larcker criterion) and reliability of indicators and internal coherence (CR and CA). The evaluation of the structural model concentrated on the coefficient of determination, t-values, p-values and path coefficients (R^2) (41).

Results

Demographic Profile of the Respondent

This section presents the demographic characteristics of the respondents included in the study. The profile provides an overview of key background variables such as gender, age, nature of the company, job tenure, education and current position. Understanding these characteristics helps contextualize the findings and ensures the representativeness of the sample. The detailed distribution of respondents is presented in Table 1.

Table 1: Demographic Profile of the Respondent

Category	Subcategories	Frequency	Percentage	Mean	Std. Deviation
Gender	Male	115	65.3	1.35	0.477
	Female	61	34.7		
Age	20-30	89	50.6	1.67	0.759
	31-40	56	31.8		
	41 and above	31	17.6		
Nature of the	Local	109	61.9	1.38	0.487
Company	Multinational	67	38.1		
Job Tenure	Less than 5	85	48.3	1.93	1.085
	5 – 10	44	25.0		
	11-15	22	12.5		
	15 - or more	25	14.2		
Education	High School Diploma	2	1.1	2.59	0.558
	Bachelor's Degree	71	40.3		
	Master's Degree	101	57.4		
	PhD	1	.6		
	Others	1	.6		
Current Position	Senior Executive or the Owner	63	35.8	1.90	0.783
	Mid-level Manager	67	38.1		
	First Line Manager (Supervisor)	46	26.1		

Note: Frequency = number of respondents; Percentage = proportion of respondents; Mean = average score; Std. Deviation = variability around the mean.

As mention in Table 1, this study draws upon survey data collected from 176 HR professionals employed across local and multinational organizations in Bangladesh. To ensure equitable representation across a wide range of workplace contexts and administrative hierarchies, the sample's institutional and social features were deliberately selected. In terms of gender distribution, 65.3% of the participants were men, while 34.7% were women, reflecting the prevailing gender composition within HR functions in the region. The age profile of the participants shows that a majority (50.6%) were in the 20–30 years category, followed by 31.8% aged 31–40 years and

17.6% aged 41 years and above, indicating a predominantly young workforce with emerging leadership potential.

Regarding the nature of the employing organization, 61.9% of the participants were affiliated with local firms, while 38.1% represented multinational corporations (MNCs). This distribution facilitates a comparative understanding of HR practices across domestic and global business environments. The job tenure of the respondents varied, with 48.3% having less than five years of experience, 25% between five to ten years, 12.5% between eleven to fifteen years and 14.2% reported that they had worked for more than fifteen years. The depth and reliability of the research's conclusions are improved by the combination of young professionals, mid-career and experienced employees. Regarding the level of education, most respondents held a master degree [57.4%], followed by undergraduate degree holders [40.3%]. few had attained a PhD [0.6%], high school diploma [1.1%] or other degree [0.6%]. This high level of educational achievement mirrors the growing professionalization of HRM occupations in the region. In terms of organizational positions, 38.1% of the participants were middle managers, 35.8% were senior leaders or business owners and 26.1% were supervisors or front-line leaders. This diversity of roles allows for an extensive investigation of HR practices and perceptions among different levels of the organizations. There is reason to believe that the demographics of the sample give a sound and diverse frame of reference to examine the way in which HRM practices operates across different contexts and hence to generalize the empirical results to a wider variety of HRM literature.

Measurement Model

This section presents the results of the measurement model assessment. The reliability and validity of the study constructs were evaluated using factor loadings, Cronbach's alpha, composite reliability (CR), variance inflation factor (VIF) and average variance extracted (AVE). These measures ensure the internal consistency and convergent validity of the constructs before proceeding to structural model analysis. The detailed results are presented in Table 2.

Table 2: Measurement Model for the Study Constructs

Constructs	Items	Factor Loading	VIF	CA	CR	AVE
Job performance	JP2	0.920	1.581	0.755	0.889	0.801
	JP3	0.869	1.581			
Cultural intelligence	CQ1	0.758	2.009			
	CQ2	0.754	2.145			
	CQ3	0.732	2.117			
	CQ4	0.738	1.963			
	CQ5	0.729	1.973			
	CQ6	0.649	1.645	0.909	0.924	0.525
	CQ7	0.755	2.067			
	CQ8	0.681	1.727			
	CQ9	0.716	1.936			
	CQ10	0.729	1.952			
	CQ11	0.725	1.910			
Global mindset	GM2	0.902	1.533	0.742	0.885	0.794
	GM3	0.880	1.533			
Workforce diversity	WD1	0.820	1.496			
	WD2	0.811	1.536	0.766	0.865	0.681
	WD3	0.844	1.702			
	WD x GM	1.000	1.000			

Note: Factor Loading ≥ 0.60; VIF < 5; CA ≥ 0.70; CR ≥ 0.70; AVE ≥ 0.50.

Table 2 shows the measurement model results of all the constructs are above the appropriate degrees of validity and dependability confirming the model to be robust. Regarding the measures' internal coherence, every construct's CA value is higher than the permissible minimum [0.70] (46) [CQ = 0.909, GM = 0.742, WD = 0.766 and JP = 0.755], showing good internal consistency. The CR values also exceed the cut-off threshold of 0.70 (47), with strong construct reliability found on all constructs—CQ [0.924], GM [0.885], WD [0.865] and JP [0.889]. On the whole AVE values measured in the study are all higher than the common 0.50 cut-off point that represents good convergent validity, with JP = 0.801; GM = 0.794; WD = 0.681; and CQ 0.525. While some item loadings for CQ [e.g., CQ6 = 0.649] are slightly below the ideal 0.70 threshold, they are still acceptable when CR and AVE are above required limits (47). Moreover, VIF values for all indicators remain below 3.3 (48), indicating no multicollinearity issue. Collectively, these metrics demonstrate measurement model's validity and dependability for use in additional structural evaluation.

Discriminant Validity- Heterotrait-Monotrait ratio (HTMT)

Discriminant validity was assessed using the Heterotrait-Monotrait Ratio (HTMT) of correlations. As shown in Table 3, all HTMT values fall below the acceptable threshold, indicating that the constructs are empirically distinct and discriminant validity is established.

Table 3: Discriminant Validity of the Study Constructs

	CQ	GM	JP	WD	WD x GM
CQ					
GM	0.071				
JP	0.342	0.380			
WD	0.857	0.158	0.280		
WD x GM	0.069	0.102	0.059	0.074	

Note: CQ = Cultural Intelligence; GM = Global Mindset; JP = Job Performance; WD = Workforce Diversity; WD × GM = Interaction of Workforce Diversity and Global Mindset.

Discriminant validity was evaluated utilizing the HTMT (49). An HTMT value below 0.85 is generally considered acceptable, demonstrating the empirical distinction of constructs. As shown in Table 3, except for the correlation between CQ and WD, every HTMT score in this investigation was below the cautious cutoff of 0.85, which recorded a value of 0.857. Although slightly above the 0.85 threshold, it still falls within the more lenient 0.90 threshold often accepted in social science research (49, 50). Consequently, these findings show that the model's constructs have enough discriminant validity.

Path Coefficient-mean, STDEV, T Values, p Values

The structural model was evaluated to examine the hypothesized relationships among the study constructs. Path coefficients (β), along with their mean values, standard deviations (STDEV), t-values and p-values obtained through bootstrapping, were used to assess the significance and strength of the relationships. The results of the structural model analysis are presented in Table 4.

Table 4: Structural Model Path Coefficients

	Original Sample (O)	Sample Mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	p values
CQ -> JP	0.272	0.271	0.091	2.986	0.003
GM -> CQ	-0.034	-0.037	0.050	0.688	0.491
GM -> JP	0.273	0.273	0.061	4.465	0.000
WD x GM -> CQ	-0.010	0.000	0.073	0.140	0.889

Note: O = Original sample estimate; M = Sample mean; STDEV = Standard deviation; |O/STDEV| = T-statistic; P = significance level.

To assess the structural framework, path coefficients, t-statistics, p-values and coefficient of determination (R^2) were analyzed (41). The findings, shown in Table 4, provide support for several hypothesized relationships. Specifically, CQ showed a notable positive effect on JP [β = 0.272, t = 2.986, p = 0.003], indicating that employees with higher cultural intelligence typically carry out their responsibilities more effectively. Similarly, GM exhibited a strong favourable connection with JP [β = 0.273, t = 4.465, p < 0.001], suggesting that a global orientation enhances performance outcomes. On the other hand, GM's direct impact on CQ was found to be insignificant [β = –0.034, t = 0.688, p = 0.491], indicating that global mindset does not directly influence cultural intelligence within the current sample. Additionally, the interaction effect of work diversity × global mindset (WD × GM) on CQ was also non-significant [β = –0.010, t = 0.140, p = 0.889], suggesting no moderating impact of work diversity on the relationship between GM and CQ.

R-square Overview

The coefficient of determination (R^2) was examined to assess the explanatory power of the structural model. The R^2 values for the endogenous constructs are presented in Table 5.

Table 5: R^2 Values for Endogenous Constructs

	R-square	R-square adjusted
CQ	0.490	0.481
JP	0.167	0.158

Note: R^2 = coefficient of determination for endogenous constructs; R^2 adjusted = R^2 value adjusted for the number of predictors.

The model's predictive effectiveness was evaluated using R-square (R^2) metrics, which represent the percentage of variability in endogenous constructs explained through predictors. The model explained 49.0% variance in CQ [R^2 = 0.490] and 16.7% of variance in JP [R^2 = 0.167] (51). These results indicate a modest level of explanatory power in accordance with established recommendations for effect size interpretation (52). The adjusted R^2 values, which account for model complexity, were 0.481 for CQ and 0.158 for JP, demonstrating model's overall resilience (53).

Discussion

The structural model results offer insightful implications regarding the relationships among cultural intelligence, global mindset, job performance and the moderating role of work diversity. Although all proposed hypotheses were framed positively, the empirical findings offer a mixed outcome that enhances our understanding of these constructs in organizational behavior. Firstly, there is a direct and positive influence of CQ on Job Performance [β = 0.272, t = 2.986, p = 0.003] supports the established findings, being with the hypothesis that higher CQ enhances employees' ability to successfully handle cross-cultural relationships and adapt to work within a variety of cultural contexts (54). Such ability to understand and react appropriately to cultural cues may enhance communication, minimize miscommunication and facilitate intergroup processes, thus contributing to optimal performance in the context of today's global work environment (55). These observations are consistent with the results from previous studies in addition to extended CQ as a critical predictor for the effectiveness of the individual in the cross-cultural environment (4, 56). Likewise, the strong and positive relationship between Global Mindset and Job Performance [β = 0.273, t = 4.465, p < 0.001] offers clear evidence that a global orientation is associated to employee effectiveness. A global mindset enables individuals to think beyond national boundaries, embrace cultural differences and make decisions with a broader strategic perspective. Employees possessing this trait are likely better at understanding global market dynamics, working with international teams and anticipating culturally driven needs of customers or stakeholders. This outcome reinforces the work of previous research, which postulates global mindset associated with improved strategic thinking and operational adaptability (57). However, not all hypothesized paths were supported. Contrary to expectations, the direct relationship between global mindset and cultural intelligence was found to be non-significant [β = –0.034, t = 0.688, p = 0.491]. This suggests that while both GM and CQ contribute to job performance, they may develop independently rather than sequentially. It is possible that individuals with a strong global mindset may not necessarily possess the interpersonal and behavioral adaptability that characterizes cultural intelligence. This finding contrasts with theoretical assumptions but highlights the need to treat these constructs as distinct dimensions rather than mutually reinforcing traits. Additionally, the interaction term representing the moderating effect of Work Diversity on the GM–CQ relationship was also non-significant [β = –0.010, t = 0.140, p = 0.889]. This indicates that work diversity does not significantly alter the influence of global mindset on cultural intelligence (58). One plausible explanation is that individuals' adaptability in diverse settings may be shaped more by personal traits, training, or organizational culture than by the diversity of their immediate work environment (59). Moreover, the absence of moderation may also reflect a lack of perceived salience or frequency of diversity-related challenges in the sample's workplace contexts. In summary, while the results affirm the positive impact of both CQ and GM on job performance—supporting two of the key hypotheses—they also reveal important nuances. The non-significant relationships caution against assuming direct or moderated effects without empirical support. These findings provide valuable direction for both researchers and practitioners, emphasizing the need for tailored developmental strategies for CQ and GM to enhance employee outcomes in global organizations.

Theoretical Contribution

By empirically investigating the unique, but complementary, roles of CQ and GM we contribute to the theoretical development of cross-cultural management and IHRM literature with regard to JP. Although previous studies often implicitly assume a one-to-one connotation between GM and CQ, our results contrast this by indicating that GM

does not substantially predict CQ. This emphasizes the theoretical and practical distinction between the two constructs and the importance of considering them as distinct antecedents of performance. Additionally, it brings a contribution to the knowledge of boundary conditions, through the verification of the moderating effect of WD, which failed to reach the significance level. These results implied that context might not be the only way to affect the GM–CQ relation and the mediating or moderating alternatives were recommended for future investigation. In sum, this study contributes to the current literature by reframing CQ and GM as parallel instead of sequential predictors of JP.

Practical Contribution

Practically, this study offers insights for companies interested in global talent management. It shows that the impacts of both cultural intelligence and global mindset on employee performance are both significant and positive, underscoring the need to measure and develop such abilities through tailored education, international experiences and leadership initiatives. Importantly, though, as GM does not affect CQ directly, HR practitioners should craft interventions for each trait, rather than assume that one will necessarily yield the other. Moreover, the non-significant moderation effect of Work Diversity Tested indicates that it is not enough to simply have a diverse workforce to enhance intercultural competencies; explicit support from the organization is necessary**.**

Limitations and Future Research Directions

Despite the theoretical and practical implications of this research, there are some limitations that need to be mentioned and present avenues for future work. Most importantly, the cross-sectional research design employed restricts the power to draw decisive causal inferences regarding the relationships among cultural intelligence, global mindset, workforce diversity and job performance. Longitudinal or experimental designs would be a good fit for future work since they have the ability to capture the temporal dependencies and causal processes that create these constructs. Second, the sample, though rich in context, is taken only from HR professionals in local and multinational companies in Bangladesh. While contextual richness in this sense offers striking insights into a previously understudied context, it could limit the external validity of the results across other industries, occupational groups and cultures. Future studies should seek to replicate and generalize the model to diverse geographic and organizational settings in order to advance external validity and theoretical robustness. Third, Workforce Diversity as a unidimensional moderator operationalizes ignores the nuanced role that individual diversity dimensions—e.g., ethnicity, gender, tenure and functional background—may play in influencing the interaction between global mindset and cultural intelligence. Next research could deconstruct these dimensions to investigate their differential moderating effects and, as a result, further develop theoretical models of the contribution of diversity to global competence development. Finally, use of self-report scales causes concern about common method variance and social desirability bias even with the application of procedural fixes. Future research involving inclusion of multi-source data from supervisor ratings and objective performance indicators would increase construct validity and reduce measurement bias. Bringing these limitations to an end will enable a more integrated understanding of how workforce diversity and global competencies interactively produce job performance and thereby inform theory and practice in more complex, multicultural organizational environments.

Conclusion

In this study we examined the relation between CQ and a GM in predicting JP and the moderation role of WD. The results provide clear evidence that CQ and GM positively and significantly relate to job performance and therefore are critical in terms of enhancing the overall effectiveness of individuals in diversified and multicultural work environments. The results clearly show that employees with a level of cultural adaptability and a broad global orientation thus CQ and GM are in a more favorable position to perform successfully in diversified environments. On the other hand, the expected direct relationship between GM and CQ was unsupported thus there is no evidence to suggest that the constructs GM and CQ develop sequentially. The results also show that WD does not moderate the GM-CQ relationship meaning that the presence of diversity does not enhance or weaken the GM-CQ relationship without other

context or organization specific factors affecting that relationship. The limitations of our study were cross-sectional research design which restricts the power to draw decisive causal inferences regarding the relationships among cultural intelligence, global mindset, workforce diversity and job performance. Longitudinal or experimental designs would be a good fit for future work since they can capture the temporal dependencies and causal processes that create these constructions. Second, the sample, though rich in context, is taken only from HR professionals in local and multinational companies in Bangladesh. While contextual richness in this sense offers striking insights into a previously understudied context, it could limit the external validity of the results across other industries, occupational groups and cultures. Future studies should seek to replicate and generalize the model to diverse geographic and organizational settings to advance external validity and theoretical robustness. Third, Workforce Diversity as a unidimensional moderator operational ignores the nuanced role that individual diversity dimensions e.g., ethnicity, gender, tenure and functional background—may play in influencing the interaction between global mindset and cultural intelligence. Future research could deconstruct these dimensions to investigate their differential moderating effects and, as a result, further develop theoretical models of the contribution of diversity to global competence development. Finally, use of self-report scales causes concern about common method variance and social desirability bias even with the application of procedural fixes. Future research involving inclusion of multi-source data from supervisor ratings and objective performance indicators would increase construct validity and reduce measurement bias. Bringing these limitations to an end will enable a more integrated understanding of how workforce diversity and global competencies interactively produce job performance and thereby inform theory and practice in more complex, multicultural organizational environments. In addition, this study contributes theoretically and practically by clarifying CQ and GM are different constructs in predicting performance. Our study suggests that without the discriminant validity of GM and CQ it is difficult to target the development of GM separately from CQ and develop a nuanced understanding of how both characteristics can be developed to maximize employee outcomes in a business context that tends to be increasingly interconnected and culturally complex. In practice, this study provides insights into organizations talent management initiative. In addition, HR professionals can receive strategic and global mindset workshops to improve global thinking and decision-making and cultural intelligence training to enhance their ability to adapt, communicate and collaborate effectively across diverse cultural settings.

Abbreviations

AVE: Average Variance Extracted, CA: Cronbach's Alpha, CQ: Cultural Intelligence, CR: Composite Reliability, GM: Global Mindset, JP: Job Performance, VIF: Variance Inflation Factor, WD: Workforce Diversity.

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None.

Author Contributions

All the authors contributed equally to the manuscript.

Conflict of Interest

There are no disclosed conflicts of interest for the authors.

Data Availability

Upon a valid request, the corresponding author will provide statistical information validating the study's outcomes.

Declaration of Generative AI and AI Assisted Technologies in the Writing Process

The writers affirm that artificial intelligence (AI) was not used in the manuscript's writing.

Ethics Approval

All participants gave written agreement after being made aware of the research's objectives, methods, possible risks and benefits and their freedom to discontinue participation at any time without facing consequences. The study was conducted in accordance with ethical rules and principles.

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