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Studying the moderating effect of entrepreneurial orientation on
the positive relationship between cultural intelligence and
opportunity recognition in the MENA region during the Covid19
pandemic

By

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A thesis

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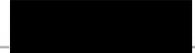
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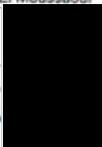
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This thesis is dedicated to my family and the loving memory of all the pure souls that passed away during the Beirut blast on the 4th of August of this year.

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Studying the moderation effect of entrepreneurial orientation on the positive relationship between cultural intelligence and opportunity recognition in the MENA region during the Covid19 pandemic

Marwa El Moussaoui

ABSTRACT

Entrepreneurs tend to recognize better opportunities when conscious and appreciative of either the Meta-cognitive or Cognitive cultural intelligence (CQ) dimensions. This exploratory research questioned whether individuals having an Entrepreneurial Orientation (EO) with its innovative, pro-active and risk-taking facets are better suited to use their Meta-Cognitive and Cognitive CQ capabilities in the recognition of opportunities in a culturally diversified context during the Covid19 pandemic. In other words, the main aim behind the present study was to determine whether EO moderates positively or negatively the relationship of Meta-Cognitive CQ-OR and Cognitive CQ-OR. Based on a sample of 515 observations from the MENA region, results showed that there was a strong relationship between the Meta-Cognitive dimension of CQ and Opportunity Recognition and the Cognitive dimension of CQ and Opportunity Recognition (OR). These two positive relationships were both moderated one positively (Cognitive CQ-OR) and the other negatively (Meta-Cognitive CQ-OR) by Entrepreneurial Orientation (EO).

Keywords: Cultural Intelligence, Opportunity Recognition, Entrepreneurial Orientation, MENA Region, Emerging Markets, Innovativeness, Culturally-Diverse Environments, expatriates, Covid19, pandemic.

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List of Abbreviations

CQ: Cultural Intelligence

OR: Opportunity Recognition

EO: Entrepreneurial Orientation

MENA: Middle East and North Africa

ELT: experiential learning theory

LAU: Lebanese American University

HR: Human Resources

MNCs: Multi-National Companies

Covid19: Corona virus disease 2019

Chapter One

Introduction

The MENA region has been witnessing an economic growth, especially after the Arab spring that occurred in the year of 2011. Ever since 2000, the MENA countries were able to maintain, in terms of GDP growth, a positive GDP. The growth continued after the global economic and financial crisis that took place in 2009 (Corfee-Morlot et al., 2012; IMF, 2011).

In the past 10 years, the MENA region has been an attractive center for most foreign investors. It was the nerve center for any investor seeking countries that are safe, politically stable and offer plentiful resources such as Saudi Arabia and the UAE. The Foreign Direct Investments' (FDI) inflows were also directed towards resource-poor countries such as Lebanon and Egypt but with a lower level, which contributed in the decline of unemployment levels by creating new job opportunities (IMF, 2011).

Despite all challenges the Arab World and specifically the MENA region went through, many new venture opportunities were created in the region. The MENA region depends on renewable energy as one of its main sources of wealth and employment. Renewable energy also plays a source of empowerment to the region as it induces

competition with the worldwide oil and gas supplying industries(Africa, East, & America, 2012). Considerable opportunities are also offered in the manufacturing and services, including agribusiness and tourism (Corfee-Morlot et al., 2012; Matherly & Hodgson, 2014).

It is crucial to approach the economy, foreign investments and the plentiful opportunities that exist in the MENA region as they reflect the richness of the aforementioned area. Job offers and investments offered to the locals and expats prove the above assertion. Therefore, the recognition of start-ups and entrepreneurial opportunities plays a significant role, through its wide availability, in supporting and contributing in the establishment and enhancement of innovation in the market place (Autio, George, & Alexy, 2011). This display shows the relevance of Opportunity's Recognition (OR) in contexts with further knowledge and diversity.

Globalization, disruptive technology and growth of Multi- National Companies' (MNC's) have transformed the globe into accessible suburbs in which organizations develop international influence and where human interactions take place. The Globalization phenomenon was the reason why the business world is now open to one another. As a result, culturally-diverse human connections are becoming the new trend, and are setting the new criteria and norms in the MENA region. This transmission of cultures, knowledge and people in addition to the specified relocation has resulted in the rise of the emigration and immigration rates. This rate has increased in the MENA region and especially in the GCC area inducing a more variant and diversified society. The occurring variation does not only occur on countries' level but also on an organizational level (UN). Thus, it is no longer enough to argue on an employee's

intellectual capabilities, as Cultural Intelligence (CQ) has become a required skill in our days (Van Dyne et al., 2012).

The Klapper and Love (2010)'s studies have shown that MENA countries have scored a low rate in comparison with high-income countries regarding the level of entrepreneurship and business creation. This shows that most individuals living in the MENA region, locals or expatriates prefer to work for the benefit of a company than create their own. The above clause leaves a big gap in the literature of whether one's orientation towards entrepreneurship (EO) plays a role in the recognition of opportunities or not, in a culturally diverse environment.

Hence, the main research question is: Does entrepreneurial orientation play a moderation effect on the positive relationship between cultural intelligence and opportunity recognition?

The above-mentioned research question gives introduction to conduct an instant research study under the considerations of the present days: The Coronavirus disease (2019). It has been settled and agreed on that Covid19 is the new normal, whereas banned travelling, avoiding face-to-face interactions, keeping a social distance, and ZOOM sessions are the new normal. With all of these restrictions, one can say the Covid19 pandemic has imposed new rules and norms worldwide regarding the society, the healthcare systems and of course the business world. The business world was highly affected during this pandemic, specifically in the MENA region that gathers expatriates from all over the world. Communication, connections and human interactions became almost impossible in the MENA region during these tough times, which lead to heavier

issues. Complications were mainly demonstrated in the recognition of new opportunities when knowledge and information were not so accessible, the opening of new ventures that required a good economy to tolerate high levels of risk, in addition to the withdrawal of all chances of innovativeness as a result of the turbulence that occurred in the emerging markets on the MENA. On a smaller scale, this pandemic has affected every company and organization that leans on communication as means for growth and that takes of cultural intelligence a way for transmitting information and for accelerating the recognition of opportunities in a culturally diversified environment.

Cultural intelligence is defined as one's scope of capability in proceeding, communicating and dealing adequately and accurately with individuals coming from diverse cultural milieus. It is a multi-proportional construct with four major components: the cognitive, meta-cognitive, Motivational and Behavioral components (Earley & Ang, 2003).

Connecting the CQ variable to opportunity recognition, the process in which individuals realize an opportunity (Baron, 2006, p. 107), resulted in a positive relationship. This positive relationship was demonstrated in two of CQ's four dimensions (meta- cognitive and cognitive) that proved in previous research to be positively related to OR.

Meta-cognitive CQ connects mental abilities (Shane & Venkataraman, 2000), one's framework expertise (Baron, 2006; Baron & Ensley, 2006), and creativity (Bruning, Sonpar, & Wang, 2012; Osman-Gani & Rockstuhl, 2008) to one's ability in distinguishing various schemas and patterns (Lorenz, Ramsey, & Richey Jr, 2018) It also

serves in identifying new opportunities through old experience (assimilated learning). Furthermore, meta-cognitive CQ assists in the innovativeness and creativity of the decisions taken. This occurs as a result of the wide exposure that one gets that plays the role of a source for new business creation plans, and hence new opportunities (Bruning et al., 2012; Osman-Gani & Rockstuhl, 2008).

Cognitive CQ determines three major knowledge sources necessary for the recognition of opportunities: market knowledge, ways-to-serve the market knowledge, and customers' knowledge (Shane & Venkataraman, 2000). Thus, expatriates mastering the culture of the country they are operating in, understanding its market dimensions and its customer's preferences and needs guarantees better OR results. Seeking this knowledge and information serve the market in broadening the span of the chances of opportunities it offers (Shane & Venkataraman, 2000).

These two indications conclude an existing positive relationship between meta-cognitive CQ and OR and cognitive CQ and OR.

The CQ-OR relationship was studied without including one's orientations on entrepreneurship. As shown previously, the MENA region is an area that offers a colossal number of opportunities in the market place, yet entrepreneurship as a concept is still shy in this part of the world (Klapper & Love, 2010; O'Sullivan, Rey, & Mendez, 2011).

Entrepreneurial Orientation (EO) is a three dimensional construct in which: innovativeness is the bolster of creativity and new ideas (Autio et al., 2011), pro-activeness is the initiation of recognizing market place opportunities (Lieberman &

Montgomery, 1988) and risk –taking being the imperil of putting a large amount of resources to serve a certain business plan that may have a high cost (Lumpkin & Dess, 1996; Miller, 1983). All three components of EO immerse into the goal of business-identification and creativity in the cross-cultural context the entrepreneur exists in. Wrapping it up by concluding that, individuals possessing any or all three components of EO excel at the recognition of opportunities (Baker & Sinkula, 2009).

The gravity of the role this variable has on observing business chances and the value of the gap left in the literature were triggers for this study, especially during the Covid19 pandemic. The objective of this research is to test in a culturally- diverse environment (the MENA countries), the moderating effect entrepreneurial orientation has on the positive existing relationship between cultural intelligence and opportunity recognition during the Covid19 pandemic.

No previous studies have examined entrepreneurial orientation as a moderator to the CQ–OR relationship in general and in particular during the Covid19 pandemic. Covin and Slevin (1986) suggested that entrepreneurial orientation leads towards the pursuit of new chances in emerging markets; thus it has a certain effect, combined with cultural intelligence on the recognition of opportunities.

EO is a human characteristic that helps CEOs, top managers and also potential entrepreneurs know the direction that leads to the procedure of business creation in the MENA region. Hence, EO acts as an important variable in the enhancement of entrepreneurship in the MENA area. The present research is supposed to study whether

the role EO plays regarding innovativeness remains the same during the Covid19 pandemic or not.

Shedding light on the values EO has in a multi-diverse context on OR, and during a pandemic, displays the implications of being in the dark about this link. Being ignorant on what EO is and how it affects entrepreneurship can leave so many business owners and potential business owners in confusion on what makes an opportunity successful or what does it take for an investor to become an entrepreneur while surviving a global disease.

Moreover, this study draws attention and interest of not only academics and researchers but also business practitioners and potential entrepreneurs that were considering opening a new venture before the Covid19 pandemic. It is of high interest to almost everyone involved in any entrepreneurial activity because it shows patterns of EO as a variable that contributes in the growth of the economy of the MENA region. EO also mediates the link between potential entrepreneurs and successful business (Şahin & Gürbüz, 2017, p. 2).

The focus of this study was administered towards these specific times where Covid19 took over the world and towards the international markets, in which cultural intelligence plays an important role (A. S.-y. Chen, Lin, & Sawangpattanakul, 2011). More specifically, cultural intelligence supports entrepreneurs in recognizing opportunities abroad. Additionally, a positive relationship has been proved to link cultural intelligence to OR (the experiential learning theory (Lumpkin, Hills, & Shrader, 2004). Nonetheless, none of the preceding studies encountered during the present

research have looked at the effect of CQ and EO, simultaneously, on OR during Covid19 pandemic, taking into consideration how important CQ and EO are as variables and how much they affect the international job performance and the economy in general.

The present study adds to the literature in two ways. The prevailing study focuses on three important variables (CQ, OR, and EO) in the world of business and globalization. It elaborates on the details of how previous studies have shown that CQ with two of its constituents intervenes in the recognition of opportunities and tests how EO with its three constituents can moderate and affect the CQ-OR relationship during the Covid19 pandemic.

Second of all, this study contributes to the broader literature. It adds validity to the constructs of cultural intelligence, opportunity recognition and entrepreneurial orientation. The examination of the above representation adds to the literature on these three variables through the explicit questioning of their underlying liaison, and whether these relationships hold under the turbulent circumstance like the Covid19 pandemic.

The paper proceeds as follows: First, the applicable literature on the moderating effect EO has on the CQ – OR relationship is analyzed and hypothesized; second, the methodology for the study is represented and explained afterwards the findings are noted. The final part is constituted of a discussion in which the implications of the findings are included.

Chapter Two

Literature Review

2.1 What cross-cultural competences are and how cultural intelligence (CQ) is one of its constituents

In a globe, where countries' most recognized boundaries are reduced as a result of globalization, entrepreneurs are more encouraged to barge into international markets for new opportunities. The prior-mentioned phenomenon has exposed entrepreneurs to a wide range of cultures. Thus, globalization offers exciting intercultural opportunities and imposes a large number of challenges that require cultural competences that would help in building an understanding between people, who come from different cultures and work on the equality in opportunities between them. In addition, such individuals strengthen each other's knowledge through offering a broad span of perspectives within cross-cultural situations (Van Dyne, Ang, & Koh, 2009).

A broad exemplar of cross-cultural competences is cultural intelligence (CQ). Cultural intelligence refers to the individual's capacity in dealing effectively and efficiently with people coming from a distinguishable cultural background and

understanding (Earley & Ang, 2003). It is a multi-dimensional construct that consists of four different facets: the Cognitive, Meta-Cognitive, Motivational and Behavioral (Earley & Ang, 2003).

The first facet is cognitive CQ. Cognitive cultural intelligence mirrors an individual's abilities in acquiring new cultural knowledge (X. Chen, Liu, & Portnoy, 2012). The aforementioned facet reflects an individual's knowledge of the morals, norms, and practices in various cultures built-up through the experience and formal education he/she got through-out his/her life. It also includes basic configurations of cultural values in addition to the knowledge of the economic, legal and social systems. Therefore, with high levels of cognitive CQ, one can better understand similarities and differences of cultures (Brislin, Worthley, & Macnab, 2006).

The second of these dimensions is the meta-cognitive CQ, and it is one's control over his/her own perceptions and reflections that drive to deep information processing relating to cultures (Soon Ang, Van Dyne, & Koh, 2006). It is the individual's mental capacity into understanding and analyzing cultures. It helps the individual to comprehend the knowledge about cognitive objects which results from metacognitive experiences (Flavell, 1987; Rose, Ramalu, Uli, & Kumar, 2010). In a complex intercultural context, an individual high on CQ and especially on its meta-cognitive dimension has the ability to inductively create a decent planning, mapping and monitoring of the socio-cultural picture to function congruously (Earley & Ang, 2003).

The third one is the motivational CQ which exceeds the knowledge of cultural similarities and cultural differences. It is mainly concerned with the motivation that

comes behind all cognitive processes which reflect the interest to engage and adapt in other people's cultures' (Soon Ang et al., 2007). "Motivational CQ is known to have three constructs which are: enhancement (wanting to feel good about oneself), growth (wanting to challenge and improve oneself) and continuity (the desire to continue and predictability in one's life)" (Earley, Ang, & Tan, 2006, p. 78). According to the bio-ecological theory, if a person is not motivated to act, regardless of whether he/she has the knowledge and ability to learn what should be done in a cross-cultural situation or not, the individual will not perform well (Earley & Ang, 2003; Ng, Van Dyne, & Ang, 2009).

Lastly, the fourth component of CQ is the behavioral one. In contextual situations, the focus in the declared component is on the importance of one's ability to relevantly and appropriately act, verbally or non-verbally (Earley & Ang, 2003). It's the individual's ability to involve in adaptive behaviors in accordance to the cognitive and motivational dimensions. According to Earley and Ang (2003), individuals high on behavioral CQ and based on their wide range of verbal and non-verbal abilities, display suitable words, tone, gestures and facial expressions in contextual environments in which distinctive cultures are displayed.

The meta-cognitive and motivational facets correspond to the genetic components of cultural intelligence. As Ramsey and Lorenz (2016) have found, the meta-cognitive component of CQ was the only one not to be affected after a whole semester of CQ training. Moreover, motivational CQ with its constructs, which are purely related to one's self-efficacy, competencies, and consciousness (S. Ang, Van

Dyne, & Rockstuhl, 2015), prove that these two dimensions are innate and cannot be learnt throughout time.

On the other hand, the cognitive and behavioral facets correspond to the environmental components of cultural intelligence (Earley & Ang, 2003). During Ramsey and Lorenz (2016) study, it was noticed that the cognitive component of CQ has changed the most between all the dimensions. In addition, the behavioral CQ which relies most on the adaption and mimicking of appropriate behaviors until one gets incorporated into the performance of proper actions is among the easiest to learn between all four dimensions (Lovvorn & Chen, 2011).

“CQ is the effective capability of a person to adapt to new cultural milieus” (Earley & Ang, 2003) as cited in (Ramsey, Abi Aad, Jiang, Barakat, & Drummond, 2016, p. 108). Consequently, individuals that score high in cultural intelligence behave better and reason appropriately in situations portrayed as culturally diverse (Van Dyne et al., 2012). CQ indicates in advance a variety of important outcomes concerned in the product-related decision-making process (Elenkov & Manev, 2009), idea sharing (Chua & Morris, 2009), and job performance (A. S.-y. Chen et al., 2011). Through facilitating the job performance of individuals in host countries, and based on two major studies that dealt with CQ and job performance, CQ with all of its four dimensions helps individuals reduce the misunderstandings and ultimately enhance their job performance (Soon Ang et al., 2006; Soon Ang et al., 2007). This declares a positive relationship between the cognitive, meta-cognitive, motivational and behavioral components of cultural intelligence and job performance.

While it is already known that cross-cultural competencies foster innovativeness (Un, 2016), a need to understand what constitutes innovation and the sources of knowledge and their importance in creating unconventional opportunities will be tackled in the following sections.

2.2 What innovativeness is and how innovativeness and external knowledge sources bring about the recognition of opportunities

In an international context, what constitutes innovativeness from an entrepreneurial perspective varies from the word's actual constituents. In fact, innovativeness is only improved through the recognition and identification of new opportunities existing in the marketplace (Autio et al., 2011). Prior studies have shown that innovativeness requires significant efforts, high levels of flexibility, risk taking and courage; another important element is intrinsic motivation. Such constituents are most available in expatriates who have the potential to bring start-ups into foreign countries (Dabic, González-Loureiro, & Harvey, 2015) and gain advantage over its locals through the number of cultures they get to be exposed to. Furthermore, these expatriates have the ability to make change as a result of the ideas, methods and out-side the box thinking they were susceptible to during their international journey (Hon & Lu, 2015).

External knowledge sources are becoming vital because the competition is increasing all around the world and because the knowledge is being dispersed fast around the globe. External knowledge sources are essential for entrepreneurial start-ups

(Audretsch, Lehmann, & Warning, 2017; Cooper, 1973). “In such contexts, start-ups, as well as established firms may create break-through opportunities in the form of innovations by experimenting with novel, emerging, and pioneering technologies” (Foss, Lyngsie, & Zahra, 2013, p. 1454). Consequently, more entrepreneurial opportunities will be pointed out in a context with more knowledge.

External knowledge can also depend on the structure of the network individuals are embedded in (Coleman, 1988). The literature has offered two views in this domain: Burt (1997)’s structural hole argument and Coleman (1994)’s network closure argument. Both arguments progress in the idea that knowledge and information can be gained through human interaction. Linking knowledge and human interactions together; this enables potential entrepreneurs to access information and facilitates the opportunity discovery process. Human interactions play a major role in tailoring the characteristics of the network one lives in, such as the availability, timing, and the quality of the information assessed. Focusing on the cohesiveness of the network, Burt (1997) argues how weak ties (low cohesive networks) and casual acquaintances are a better source of information because individuals are not exposed to weak ties frequently. This gives them access to more special and unique information compared to strong ties (high cohesive networks) (Granovetter, 1977). This exhibition widens the spans of individuals to look at opportunities in a smarter and more entrepreneurial perspective.

2.3 How Opportunity Recognition (OR) is one of Innovativeness's constituents

In a multinational context, Opportunity Recognition (OR) is never a purpose or an end by itself; it always pours into innovativeness, which is the process of product and service creation through the utilization of opportunities (Van de Ven, 1986). It is a predominant subject in the field of entrepreneurship and can be defined as “the cognitive process (or processes) through which individuals conclude that they have identified an opportunity” (Baron & Ensley, 2006, p. 107). Based on Corbett (2005)'s suggestions, opportunity recognition is consisted of two processes: discovery and formation.

Many studies were conducted in the field of entrepreneurship considering it is a central topic to the world of far-sightedness and innovation. As Jensen (1998) suggested, individuals characterized with great cognitive skills, tend to learn in a faster way and grasp more from their experiences, which help them think creatively and elaborate good opportunity recognition abilities.

Being an expatriate in a cross-cultural context and having entrepreneurial intentions is useful not only in playing the role of a knowledge conciliator, but also in playing a role in detecting the chances that lead to innovativeness in the marketplace (Dabic et al., 2015). As these expatriates possess a high knowledge background (Fang, Jiang, Makino, & Beamish, 2010), portray good communicative skills (Ott & Michailova, 2016), demonstrate high levels of open-mindedness, in addition to abilities in dealing with uncertainty, ambiguity, stress and capacity to perceive good

opportunities in the host country (Hamori & Koyuncu, 2011; Maddux, Adam, & Galinsky, 2010).

Just like it has some advantages, the cross-cultural setting can affect the entrepreneurial activity negatively through the misunderstanding of knowledge gap and cultural differences. This makes it much harder for individuals to look for novel opportunities and be innovative in such a setting (Chua, Roth, & Lemoine, 2015). This implies the need for expatriates to retain some cross-cultural competences, more specifically to be aware of the cultural intelligence concept and its essential role in successfully recognizing opportunities that lead to novelty internationally.

2.4 How Cultural Intelligence lead to Opportunity Recognition

2.4.1 Cognitive CQ and Opportunity Recognition

Distinctively from what metacognitive CQ is notorious for, cognitive CQ is solely defined as “what one knows” (S. Ang et al., 2015). Lumpkin et al. (2004), elaborate on the opportunity recognition model, and explain how the “preparation” phase that constitutes the first phase of the OR model mainly refers to the stock of knowledge an entrepreneur brings into the process of opportunity identification. Shane and Venkataraman (2000) have distinguished three major knowledge sources crucial for the discovery of opportunities: market knowledge, ways-to-serve the market knowledge, and customers’ knowledge.

Market knowledge is highly bound by an individual's culture and environment. As it is suggested that an expatriate holds a base of heterogeneous knowledge; it is also important for them to master the culture of the environment they are operating in. This understanding helps them learn and seek new information which enables the emergence of new opportunities and ideas (Lorenz et al., 2018).

The knowledge of the ways-to serve the market is the understanding of the various dimensions of the culture: from the language, practices, shared values, heritage to the norms, beliefs and religions that helps expatriates recognize cultural differences and serve the market they are in adequately (Soon Ang et al., 2006).

Finally, the knowledge of customers; cross-cultural contexts expose entrepreneurs to a huge number of different cultures, each presenting a chunk of customers reflecting non-identical needs, wants and preferences. Also, culturally diverse customers tend to respond to innovativeness differently, requiring different approaches for the realization of booming opportunities (Mueller, Melwani, & Goncalo, 2012). This indicates that cognitive CQ is positively related to the propensity of recognizing opportunities abroad for an expatriate.

These two indications specifically stipulate the positive relationship existing between both meta-cognitive CQ and opportunity recognition, and cognitive CQ and opportunity recognition (OR), such that generally, cultural intelligence (CQ) as a phenomenon is positively related to opportunity recognition (OR) in normal circumstances.

2.4.2 Meta-cognitive CQ and Opportunity Recognition

As defined previously, meta-cognitive CQ is an individual's control over his/her own perceptions and reflections that result into a deep information processing relating to cultures (Soon Ang et al., 2006). In other words, meta-cognition refers to "understanding one's own and other's cognition" (S. Ang et al., 2015, p. 5). Consequently, meta-cognition is the awareness and understanding of one-self's thoughts and their processes. Taking the tenants of the experiential learning theory (ELT) as a base, metacognition is a crucial part of the cross-cultural experience of an expatriate and it relates to opportunity recognition in two different ways:

First, I stress on the expatriate's significant mental abilities. To discover opportunities one must own some mental capabilities that enable him/her to synthesize some necessary information (Shane & Venkataraman, 2000). The high levels of differentiation and mental flexibility that an individual might possess when scoring high on meta-cognition, allow him/her to distinguish different schemas and scripts depending on the altering situation in a cross-cultural context. Having this strength in such an environment gives the individual an advantage in the adaption to changes and in the good decision-making process (e.g., an assimilated learning style) (Lorenz et al., 2018).

Second, the highlight is directed towards the importance of pattern recognition and how the expertise in frameworks gained through an individual's years of work experience plays a major role in the discovery of an opportunity. These two factors have a big relevance. Their importance is reflected through their supply for individuals with the necessary knowledge to notice relations between events and to detect important

patterns in these relations. This disclosure leads to new ideas and hence innovativeness (Baron, 2006; Baron & Ensley, 2006). It is shown that individuals high on meta-cognitive CQ demonstrate two types of reasoning: The **analogical** reasoning which relates to the transfer of knowledge and experience and The **inductive** reasoning which helps in the sense-making of the existing differences between both the domestic and foreign environment of an expatriate (Earley & Ang, 2003). In consequence, meta-cognitive CQ facilitates the identification of new opportunities through previous experiences and assumptions (Assimilated learning) (Bruning et al., 2012). This indicates that metacognitive CQ is positively related to the propensity of recognizing opportunities abroad for an expatriate.

2.5 How individual characteristics other than cultural intelligence can affect opportunity recognition

As I formerly mentioned, the importance of an individual's across-the-board exposure to human networks lays mainly in the identification of opportunities in foreign markets. Becker (1964) argued that "human capital is comprised of attributes which can also be associated with an individual's behavior and success" (Arenius & Minniti, 2005, p. 252). Particularly here, the elaboration will be on two measurements of the human capital that affect the opportunity's recognition process of an entrepreneur notably: education and work status.

2.5.1 Education

In the current segment, I will be highlighting the importance of individuals' differences (in terms of education) on the detection of new opportunities. This highlight will be in accordance with other previous studies that state the huge influence education has on potential entrepreneurs acquiring proficiency that help them access knowledge and connections and strengthens their ability in discovering opportunities (Burt, 1997; Cohen & Levinthal, 1990). Previous studies that related education and opportunity recognition focused more on the exploitation of the opportunity rather than its recognition. It has also been already argued that high levels of education cease individuals from engaging in self-employment by shifting their careers to working for others (Bates, 1995; Bates & Servon, 2000). Contrarily, entrepreneurship is stimulated by highly-educated individuals that own a wide knowledge base to which they can link to entrepreneurial opportunities (Cohen & Levinthal, 1990). Moreover, high-levels of education boost one's self-confidence to acquire capabilities to come up with new business ideas (Bandura, 1978). Thus, different knowledge bases and mental abilities result in different opportunities discovered.

This indicates a positive relationship between educational levels and the likelihood to recognize opportunities.

2.5.2 Work status

Here, work status is defined as “whether the individual plays an active or a passive role in the labor market” (Arenius & Minniti, 2005, p. 253). Being active is

when the individual is either employed (either a full-timer, apart-timer or project-employed) or is the employer. Being passive stands for unemployment where the individuals don't contribute in any way to the labor market. Individuals playing a passive role will not be exposed to working systems in which opportunities might manifest in front of potential entrepreneurs. Un-employed individuals will also be missing out on what a cross-cultural environment has to offer in terms of human capital to network contacts of professionals coming from different backgrounds and having different mindsets and perhaps waving for various forms of opportunities. Therefore, individuals having an active work status are more likely to discover opportunities, indicating that there is a positive relationship between active work status and the likelihood to recognize opportunities (Nahapiet & Ghoshal, 1998).

Other attributes in an individual might as well boost either their potential in attracting opportunities.

2.6 How Entrepreneurial Orientation (EO) has a moderating effect on the relationship between Cultural Intelligence (CQ) and Opportunity Recognition (OR)

Thereafter discussing, elaborating and proving the positive relationship between cultural meta-cognitive and cognitive cultural intelligence (CQ) and opportunity recognition (OR) in a cross-cultural context, I have found that the literature in the field of entrepreneurship missed out on the discussion of one of its major components' role in

the CQ-OR relationship which is the Entrepreneurial Orientation (EO). None of the studies I encountered discussed the effect that entrepreneurial orientation can have on the relationship between cultural intelligence and opportunity recognition and that leaves a gap in the literature. In this study, I argue that entrepreneurial orientation has a moderating effect on the CQ-OR relationship.

EO is defined as the combination of three different aspects: innovativeness, pro-activeness and risk taking (Wiklund, 1998). Innovativeness echoes the need to bolster uniqueness, new ideas, examinations and oddity (Lumpkin & Dess, 1996). Pro-activeness mirrors the idea of having a forward-looking perspective and acting ahead of one's future requirements to gain advantage over rivals in the marketplace (Lumpkin & Dess, 1996). Finally, risk taking is correlated with a person's willingness to invest a huge bulk of resources in plans with high cost of failure (Miller & Friesen, 1982) as cited in (Wiklund & Shepherd, 2003, p. 1309). Each of these dimensions is in a way or another related to the overall concept of opportunity recognition. Innovativeness, the support of novelty and new ideas through new product development in the context of entrepreneurial orientation is best improved through the recognition and identification of new opportunities existing in the marketplace (Autio et al., 2011). Afterwards comes pro-activeness, it is the entrepreneur's capacity of catching marketplace opportunities initially before any competitor seizes the opportunity, in addition to giving it power to forecast market changes and act in anticipation (Lieberman & Montgomery, 1988).

Lastly, risk taking is represented as the willingness of potential entrepreneurs to execute a large amount of assets in the goal of reaching new opportunities that may come at a high cost (Lumpkin & Dess, 1996; Miller, 1983). All three components of

entrepreneurial orientation poured into the target of identifying new chances in the cross-cultural context the entrepreneur exists in. This pinpoints that an individual possessing any or all three components of EO is better at recognizing opportunities from the ones that have none, signifying a positive relationship between innovativeness, pro-activeness, and risk-taking and opportunity recognition (Baker & Sinkula, 2009).

Broadly, a positive relationship links EO to OR. If cultural intelligence, specifically cognitive CQ and meta-cognitive CQ are positively related to opportunity recognition and entrepreneurial orientation is positively related to opportunity recognition, hence EO might play a positive moderating role in the relationship that exist between cognitive CQ-OR and meta-cognitive CQ-OR.

Specifically, I hypothesize:

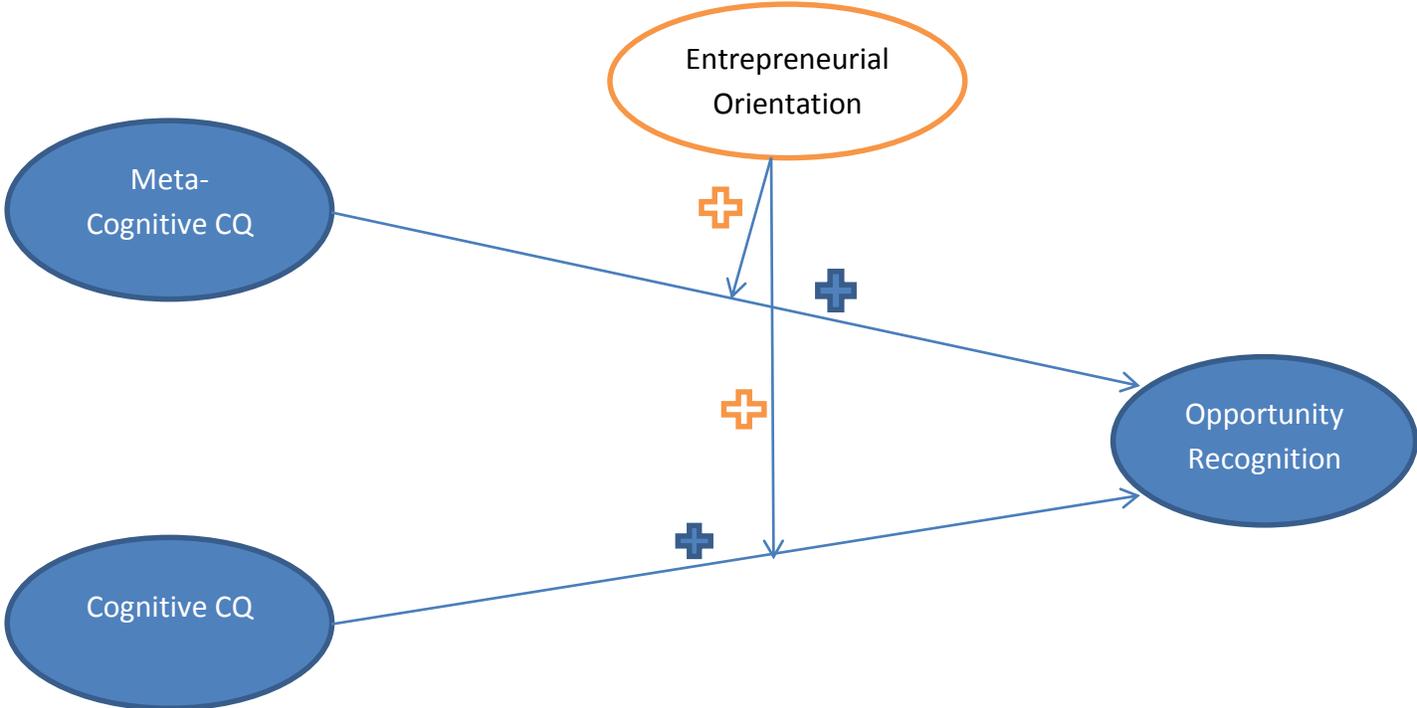
H1: EO moderates the positive relationship between cognitive CQ and OR, such that this positive relationship is stronger when potential entrepreneurs possess entrepreneurial orientations.

H2: EO moderates the positive relationship between meta-cognitive CQ and OR, such that this positive relationship is stronger when potential entrepreneurs possess entrepreneurial orientations.

2.7 The importance of this study and the contribution that will be done in the literature

In international markets, cultural intelligence plays an important role generally. In particular, cultural intelligence helps entrepreneurs recognize opportunities abroad. On another note, it has been acknowledged that a positive relationship exists between cultural intelligence and opportunity recognition. However, no previous studies have looked at the effect of both CQ and EO, simultaneously, on OR, knowing the importance of the prior-mentioned variable on the international job performance. In the present study, the main target is to look at the moderating effect that EO has on the relationship between cultural intelligence CQ and opportunity recognition (OR) during Covid19 pandemic. More precisely, I am hypothesizing that an individual having an entrepreneurial orientation is better suited to use his/her cultural intelligence abilities in the recognition of opportunities in an international context.

Figure 1 – Thesis Model



Chapter Three

Research Methodology

The ultimate purpose of the present thesis is to empirically study entrepreneurial opportunity recognition in emerging markets during the Covid19 pandemic. Its aim is to examine how the concept of entrepreneurial orientation works as a moderator on the existing relationship between cultural intelligence and opportunity recognition in Lebanon and the MENA region during the Covid19 pandemic. For this objective, the study began by showing the direct, positive relationship existing between cultural intelligence and opportunity recognition, before disposing a model with entrepreneurial orientation moderating the above relationship. This context is discussed within a diverse work environment where different cultural settings are being displayed.

The current chapter is designed to announce the methods adopted in this study and the empirical techniques used.

The Research methodology is divided into six main fragments: Construct Operationalization, Population and Instrumentation, Data Generation, Survey Administration, Scale Development, Objectives and Hypothesis.

3.1 Construct Operationalization

Regarding the survey administration, self-administered online surveys were implemented in the present research study. I chose the mentioned technique for its speed in data collection, smoothness in filling the answers, simple accessibility, affordability, and safeness during the Covid19 pandemic. This cross-sectional survey was developed as a soft copy using Google Forms.

With the aim of achieving persistency, relativity and reliability, a well-constructed questionnaire was adopted for this study symbolizing the quantitative approach adapted in this research paper. The survey/ questionnaire consisted of 50 close-ended questions presented to entrepreneurs and potential entrepreneurs of whom some were graduates and other were undergraduates. Each survey was divided into five sections which are: Consent form, Demographics, Cultural Intelligence, Opportunity Recognition, and Entrepreneurial Orientation of which the last three sections' structured scales were demonstrated to be reliable and valid by previous studies. For the sake of the study's sincerity and not to threaten the integrity of our results the sections related to cultural intelligence, opportunity recognition and entrepreneurial orientation were merged in one big section and the questions were shuffled in order to eliminate any chance of jeopardization and answers manipulation towards the researcher's interest.

Before distributing any of the surveys, the survey was introduced to a random selection of 10 participants in order to verify the clarity of the questions through a pilot study. The sample confirmed that the survey/questionnaire is clear and the questions are easily understood.

3.1.1 Section 1: The consent Form

The Consent Form placed in the first section of the survey included a small introduction explaining the purpose behind this study. This form entails some ethical considerations such as the respondent's right to confidentiality and anonymity regarding their shared information. Participants in the survey were not requested to declare any type of personal/detailed/private information. In addition, data collection from the survey ensured confidentiality and anonymity. Lastly, participants were given the option to either participate or exit the survey.

3.1.2 Section 2: Demographic Questions

The second section assembled general basic information about the participants in the survey by answering seven questions regarding their age, gender, educational level, work status, income level, participant's years of experience, and their country of work. The section was introduced by "Please read each statement carefully before answering. To the left of each item, please indicate which category you fall in".

3.1.3 Section 3: Cultural Intelligence, Opportunity Recognition and Entrepreneurial Orientation

The third and last section, as mentioned before, gathered all questions related to the three variables: Cultural Intelligence, Opportunity Recognition and Entrepreneurial Orientation. The current section was introduced by "Please read each statement carefully

before answering. Please indicate how strongly you agree or disagree, using the following seven-point scale”.

3.1.3.1 Cultural Intelligence (CQ)

The Cultural Intelligence Scale (CQS) (Soon Ang et al., 2007) carried nineteen items tackling the four main components of CQ: Meta-Cognition (4 items), Cognition (6 items), Motivational (5 items), and Behavioral (4 items). These nineteen items examine respondents’ knowledge and behavior in cross-cultural circumstances.

3.1.3.2 Opportunity Recognition (OR)

The Scale used to measure Opportunity Recognition (Kuckertz, Kollmann, Krell, & Stöckmann, 2017; Nicolaou, Shane, Cherkas, & Spector, 2009; Singh, Hills, Hybels, & Lumpkin, 1999) is made of fifteen items. Each item investigated the respondents’ ability in recognizing and exploiting opportunities and their capability in transforming ideas into start-ups.

3.1.3.3 Entrepreneurial Orientation (EO)

Entrepreneurial Orientation’s Scale (Hughes, Hughes, & Morgan, 2007) consisted of nine items that mainly focused on entrepreneurial orientation’s three major constituents: Pro-activeness (3 items), Risk-Taking (3 items) and Innovativeness (3 items) and on understanding the respondent’s perceptions regarding the three components in emerging markets.

The title of the survey was “Study conducted by Marwa El Moussaoui at the Lebanese American University”. The aforementioned title was chosen to ensure that it does not reveal the topic of the research: “the moderating effect of Entrepreneurial Orientation on Cultural intelligence and Opportunity Recognition’s relation” avoiding any chance of putting the study under any kind of imperils.

3.2 Population of the study and Instrumentation

3.2.1 Population of the study

This study was conducted on professionals from whom some were entrepreneurs and others were potential entrepreneurs having or working for successful enterprises. Moreover, population of the study involved the undergraduate and graduate students of the region’s top universities. The reason I chose the MENA region as a pool for participants in this study is because all of the countries within this region are classified as emerging markets and were hit by the Covid19 pandemic. The attractiveness this sample has displayed was through its cultural diversity and its real entrepreneurial tendency which conforms to our sample’s requirements.

3.2.2 Instrumentation

A well-constructed questionnaire was built following several previous research studies as guidance. The questionnaire covered three different scopes: **Cultural Intelligence** (Soon Ang et al., 2007) with its four main constituents: Meta-Cognition, Cognition, Motivational and Behavioral; **Opportunity Recognition** (Kuckertz et al., 2017; Nicolaou et al., 2009; Singh et al., 1999) and **Entrepreneurial Orientation** (Hughes et al., 2007) with its three major constituents: Pro-activeness (Hult & Ketchen Jr, 2001; Morgan & Strong, 2003), Risk-Taking (Barringer & Bluedorn, 1999; Hult & Ketchen Jr, 2001; Morgan & Strong, 2003), and Innovativeness (Calantone, Cavusgil, & Zhao, 2002). Questionnaire was introduced through a seven - point scale. Each respondents on the aforementioned questionnaire scopes was asked to place himself/herself on a scale from 1 to 7 to answer situational questions in which “1” means strongly disagree, “2” means disagree, “3” means somewhat disagree, “4” means neutral, “5” means somewhat agree, “6” means agree and “7” means strongly agree.

3.3 Data Generation

The data for this research study was collected by requesting professionals from the MENA region and the region’s top university students (undergraduates and graduates) to participate in the study by answering the questionnaire. The purpose of this study was to understand the moderating effect of entrepreneurial orientation of professionals on the positive relationship between cultural intelligence and opportunity recognition in the MENA region. The data of this survey was collected during the spring

semester of the 2020 academic year: between the months of March and April, during the peak of Covid19's pandemic, in which a link of the survey was sent through email and several social media platforms (Facebook, Twitter, LinkedIn, etc...). The survey's link was introduced with a brief paragraph that says "Dear participants, thank you for your cooperation in our research study that aims to study the entrepreneurial opportunity recognition in the MENA region. Please read each statement and select the answer that best describes you. This survey will only take 5 to 10 minutes of your time. Please be sure to answer every question, and rest assured that all information will remain confidential and will only be used for research purposes. Research conducted by Marwa El Moussaoui, Student at the Lebanese American University." 521 members participated in the study of which only 515 completed the surveys.

3.4 Survey Administration

The MENA region is a strategic geographical area that gathers expatriates from all over the world in one place. Middle East and North Africa is a representation for Saudi Arabia, United Arab Emirates, Kuwait, Qatar, Jordan, Palestine, Iraq, Syria, Lebanon, Tunisia, Morocco, Egypt and other countries.

The MENA region offers considerable cross-cultural circumstances necessary for conducting the survey, serving as a pool of our study. The sample of the study consists of entrepreneurs that are inundate in the field of entrepreneurship and potential entrepreneurs that can either be firm-working individuals or students considering a start-

up business as soon as their state of affairs allows them to have one. The reasons behind choosing professionals and students from the MENA region is because of the broadened pool of knowledge, cultures and expertise it has to offer. This place of the world, especially the gulf, previously symbolizing the desert is now transformed into an arena rich in opportunities and growth. As a result, the population of the Gulf countries is exposed to fast economic infrastructure growth. Moreover, the Gulf countries witnessed the direct effect of globalization. This inter-cultural competence gives individuals a broad span of perspectives not easily available elsewhere to capture good opportunities in emerging markets.

3.5 Scale Development

3.5.1 Cultural Intelligence Scale Development

The 19-item questionnaire of Cultural Intelligence was constructed and validated by Soon Ang et al. (2007). Four items were developed to measure meta-cognitive CQ, six items to measure cognitive CQ, five items to measure Motivational CQ and four items to measure Behavioral CQ on a seven – point scale in which “1” stands for strongly disagree and “7” stands for strongly agree and which we maintained while constructing our questionnaire. Examples of items used to measure Meta-cognitive CQ “I am conscious of the cultural knowledge I use when interacting with people with different cultural Backgrounds”. Similarly, an example of items that measured cognitive

CQ is “I know the rules for expressing non-verbal behaviors in other cultures”, other examples scaling Motivational and Behavioral CQ are “I am confident that I can get accustomed to the shopping conditions in a different culture” and “I change my verbal behavior (e.g. accent, tone) when a cross-cultural interaction requires it”.

3.5.2 Opportunity Recognition Scale Development

Opportunity recognition was measured through 15 items of which the last four measured opportunity exploitation. Questionnaire items were validated by Kuckertz et al. (2017), Nicolaou et al. (2009), and Singh et al. (1999). Examples of the items that measured opportunity recognition would be “I generally have ideas that may materialize into profitable enterprises” and “I have a special sensitivity toward new opportunities”. Other examples of items measuring opportunity exploitation would be: “I have put together an entrepreneurial team to pursue a business opportunity I perceived” and “I have approached investors (e.g. business angels or venture capitalists) to acquire funding for a business opportunity”.

3.5.3 Entrepreneurial Orientation Scale Development

This 9-item questionnaire was meant to measure EO’s three major components: Pro-activeness (3), Risk-Taking (3) and Innovativeness (3). The original scale was developed and validated by Hughes et al. (2007). The 9 items were measured by three

factors: Exploitative Learning (4), Market Performance (2) and Response Performance (3). The original questionnaire used a seven-point scale in which “1” means strongly disagree and “7” means strongly agree. Examples of items utilized to measure Pro-activeness, Risk-Taking and Innovativeness subsequently are “I excel at identifying opportunities”, “People in my business are encouraged to take calculated risks with new ideas” and “Our business is creative in its methods of operation”. Several studies such as Morgan and Strong (2003), Hult and Ketchen Jr (2001), and Barringer and Bluedorn (1999) proved that the scale is valid, reliable and consistent.

3.6 Objectives

The objective of this study is to grasp the behavior of entrepreneurs and potential entrepreneurs of new ventures in the MENA region during the Covid19 pandemic. Its purpose is to examine the moderating effect of an individual’s entrepreneurial orientation in a culturally diverse environment in order to transform ideas into business opportunities that lead to innovativeness.

The hypotheses derived from the theoretical framework of this study are meant to be tested in diverse environments where different cultural settings are being displayed.

Chapter Four

Results & Analysis

4.1 Sample and data

The data for the present research study was collected by requesting business owners, part-time employees, full-time employees, project employed and university students from Lebanon and the MENA to participate in the study by responding to a series of questions about their cultural intelligence knowledge, insight on entrepreneurial orientation and their understanding of the opportunity recognition concept. The aim of the current study was to develop a model to understand the moderating effect of entrepreneurial orientation of professionals on the positive relationship between cultural intelligence and opportunity recognition in Lebanon and the MENA region during the Covid19 pandemic. Data was collected during the months of March and April of the spring semester of year 2020, in which the link of the survey was sent simultaneously to the first author's business contacts in Lebanon and the MENA region. Participants were asked to forward the survey to their contacts (i.e., snowball sampling) by e-mail. The survey was sent to the participants through email and social media platforms with a brief paragraph that served as an introduction to the link that says "Dear participants, thank

you for your cooperation in our research study that aims to study the entrepreneurial opportunity recognition in the MENA region, please read each statement and select the answer that best describes you. This survey is very short and will only take 5 to 10 minutes of your time. Please be sure to answer every question, and rest assured that all information will remain confidential and will only be used for research purposes. Research conducted by Marwa El Moussaoui, Student at the Lebanese American University.”

This approach resulted in 521 participations of which 515 were complete responses. Respondents were either: unemployed individuals (10.1%), part-time employees (7.2%), full-time employees (78.1%) or project-based employees (4.7%). (54.4%) of the 521 respondent were females, which was not expected due to the prejudiced and not very open-minded cultural and religious norms in the Gulf area. Average age of all respondents was 27 years with average experience that does not exceed 5 years.

4.2 Dependent variable

The dependent variable in this study was Opportunity Recognition (OR) of which the reliability (Cronbach’s alpha) of its fifteen items was (0.892). An example of the fifteen OR items is “I have put together an entrepreneurial team to pursue a business opportunity I perceived.”

4.3 Independent variable

The independent variables were Cognitive Cultural Intelligence (CQ) and Meta-Cognitive Cultural Intelligence. The reliability (Cronbach's alpha) of the six cognitive items was (0.815), and the reliability (Cronbach's alpha) of the four meta-cognitive items was (0.706). An example item for cognitive CQ is "I know the rules for expressing non-verbal behaviors in other cultures," and for meta-cognitive CQ is "I am conscious of the cultural knowledge I use when interacting with people with different cultural backgrounds." Other examples of the two independent variables respectively are "I know the rules (e.g. vocabulary, grammar) of other languages respectively," and "I check the accuracy of my cultural knowledge as I interact with people from different cultures."

4.4 Moderators

A 7-point Likert scale (Dawes, 2008, p. 5) was used to measure the scale reliability of Entrepreneurial Orientation (EO). The reliability (Cronbach's alpha) of the nine EO items was (0.856). Example items for EO is "My business emphasizes both exploration and experimentation for opportunities," and "My business is often the first to market with new products and services."

4.5 Control variables

In order to verify whether the main model was robust, seven demographical control variables were tested: age, gender, educational level, work status, income level, work experience, and the country of work. These seven variables were controlled as they have shown to affect potential entrepreneurs' propensity of being innovative and recognizing opportunities.

Age was included as a control variable due to the fact that the younger employees and potential entrepreneurs were more open to tolerating ambiguity and uncertainty towards opening a new venture (Sperber & Linder, 2018; Wiersema & Bantel, 1992). Age ranged between 18 and 50+ (**1** = 18- 25, **2** = 26 – 30, **3** = 31 – 40, **4** = 41 – 49, **5** = 50+). Age played a major role in directing the work experience control variable: the older the individual was, the more experienced he/she tended to be and hence is more likely to discover roots for new venture ideas (Baron & Ensley, 2006).

Moreover, with more experience, potential entrepreneurs pursue chances in the marketplaces no matter what culture they were indulged in. The range of work experience was coded by **1** for 0 – 5 years of experience, **2** for 5 – 10 years of experience, **3** for 10 – 15 years of experience, **4** for 15 – 20 years of experience, and **5** for 20+ years of expertise.

Gender is a binary variable in which female respondents were assigned a value of 2 and male respondents were assigned a value of 1. Past research revealed that men and women tend to behave differently when it comes to recognizing opportunities in the market basing on different knowledge sources and different thinking practices (DeTienne & Chandler, 2007). Gender was controlled in this study because the present research was specifically conducted in the MENA region where it is preferred, by culture, that women don't work nor advance in their careers and definitely not own competitive businesses (Hayo & Caris, 2013).

It is important to control for potential entrepreneur's educational level (Shepherd & Haynie, 2011) because those who receive higher education have the potency to think more critically and have better access to knowledge, information, and technology giving them advantage over less-educated individuals in coming out with creative and innovative ideas (Gruber, MacMillan, & Thompson, 2008). Educational levels were coded as **1** = high school diploma, **2** = University Bachelor's degree or equivalent, **3** = University Master's degree or equivalent, **4** = University PhD or equivalent.

Work Status and Income level were controlled to know the life span of potential entrepreneurs and at what age they tend to quit the companies they work at to invest their own money. The time it took for the birth of a new venture, was also in question, to which they tend to be more committed and loyal (DeTienne, Shepherd, & De Castro, 2008). Income level ranges were imposed in US dollars/ month and were coded as **1** = 1 – 1,499, **2** = 1,500 – 2,499, **3** = 2,500 – 4,999, **4** = 5,000 – 9,999, **5** = 10,000+.

Finally, Participants in the aforementioned study were asked to indicate their country of work as a demographical control variable. Country of work was controlled and taken into account because throughout the years, culture of the host country in which the entrepreneur was planning to open a new business showed a strong impact on the entrepreneurial process in general (Engelen, Schmidt, & Buchsteiner, 2015); thus culture of the location is as important as all other factors (Cardon, Stevens, & Potter, 2011). Responses to the prior-mentioned question were diverse and were mainly centered in Lebanon, Qatar, Kuwait, Saudi Arabia and UAE.

4.6 Data analysis

The testing of hypotheses was done through an OLS hierarchical moderated regression analysis. As recommended by Aiken and West (1991), we mean centered the interaction variables before conducting the analysis

Table 1 - Descriptive statistics of key variables and Pearson's Correlation matrix

Note: N=515; *p < 0.05; **p < 0.01; ***p < 0.001.

	Variable	Mean	S.D	1	2	3	4	5	6	7	8	9	10
1	Gender	1.54	0.499	1.00									
2	Education	3.36	0.560	0.048	1.00								
3	Work Status	2.77	0.687	-0.134**	0.053	1.00							
4	Income Level	2.20	1.204	-0.334**	0.102*	0.233**	1.00						
5	Experience	1.51	1.043	-0.066	0.173**	0.145**	0.481**	1.00					
6	Country	2.53	3.046	-0.153**	0.029	0.061	0.257**	0.028	1.00				
7	Cognitive CQ	4.6003	1.05357	-0.061	0.058	0.040	0.137**	0.135**	0.070	1.00			
8	Meta Cognitive CQ	5.6752	0.83753	-0.018	0.036	0.057	0.110*	0.059	0.015	0.565**	1.00		
9	Entrepreneurial Orientation	5.1840	0.94117	-0.095*	-0.010	0.076	0.216***	0.100*	0.086	0.467**	0.527**	1.00	
10	Opportunity Recognition	5.2374	0.92583	-0.161**	-0.047	0.060	0.131**	0.068	0.027	0.488**	0.520**	0.767**	1.00

4.7 Results

Table 2, Model 1 reveals that the Gender, especially in the MENA region, could play an extensive role in affecting opportunity recognition. This variable's function was major and so important as a result of the different mindsets and knowledge backgrounds that males and females tend to display in the process of opportunity recognition. In model 1, only gender proved to be significant ($\beta = -0.250$, $p < 0.05$).

In Model 2, the independent variables (cognitive CQ and meta-cognitive CQ) were added to the chosen control variables. Both independent variables showed significance in model 2: cognitive CQ, ($\beta = 0.244$, $p < 0.001$) and for meta-cognitive CQ, ($\beta = 0.399$, $p < 0.001$). In this model, potential entrepreneurs' educational level became significant ($\beta = -0.143$, $p < 0.05$). Education could either guide individuals to good or average job opportunities with which comes better vision to market opportunities.

Model 3 added entrepreneurial orientation variable as a moderator. This model showed that EO, an individual's tendency to become an entrepreneur and start a new venture, was as important as other variables in the process of recognizing opportunities and had a positive effect on OR. In this model, entrepreneurial orientation became significant ($\beta = 0.645$, $p < 0.001$).

Besides EO, another control variable became significant in Model 3 which is the income level. An employee's income level somehow directed his/her future plans on

whether he considered starting a new business or not. It was shown in this model that the higher the income level was the more satisfied employees are and the less they are willing to look for new opportunities. Hence, Income level showed significance in model 3 and is negative ($\beta = -0.056$, $p < 0.05$).

In model 4 the interaction terms were added showing that both cognitive CQ's and meta-cognitive CQ's interaction with entrepreneurial orientation are significant, with ($\beta = 0.090$, $p < 0.05$) and ($\beta = -0.073$, $p < 0.05$) respectively. Model 4's interaction terms supported H1 ($\beta = 0.090$, $p < 0.05$) that expected that the positive relationship between cognitive CQ and OR is moderated by EO, such that this positive relationship was stronger when potential entrepreneurs possessed entrepreneurial orientations. Meanwhile, model 4's interaction terms did not support H2 ($\beta = -0.073$, $p < 0.05$) that predicted that the positive relationship between meta-cognitive CQ and OR was moderated by EO, such that this positive relationship was stronger when potential entrepreneurs possess entrepreneurial orientations; on the contrary, EO weakened this positive relationship.

Table 2 - Hierarchical Moderated Regression Analysis

Dependent variable: Opportunity recognition				
	Model 1	Model 2	Model 3	Model 4
Gender	-0.250**	-0.254***	-0.223***	-0.224***
Education	-0.114	-0.143**	-0.087*	-0.086*
Work Status	0.032	0.015	0.004	-0.001
Income Level	0.060	0.013	-0.056**	-0.049*
Experience	0.028	0.006	0.014	0.008
Country	-0.004	-0.006	0.167	-0.011
Cognitive CQ		0.244***	0.111***	0.112***
Meta Cognitive CQ		0.399***	0.122**	0.111**
Entrepreneurial Orientation			0.645***	0.651***
Cognitive CQ X Entrepreneurial Orientation				0.090**
Meta Cognitive CQ X Entrepreneurial Orientation				-0.073**
<i>F</i>	3.369**	34.248***	96.768***	80.851***
ΔR^2	0.380**	0.314***	0.282***	0.006**
N	515	515	515	515

Note: * $p \leq 0.1$. ** $p \leq 0.05$. *** $p \leq 0.001$. Unstandardized regression coefficients from the hierarchical regression. Due to space limitations, we omit the coefficient estimates of the industry-dummy variables in this table.

Chapter Five

Discussion & Managerial Implications

The present research aimed to study the moderating effect entrepreneurial orientation has on the positive relationship between cultural intelligence and opportunity recognition during Covid19 pandemic. The objective was to discuss how EO whether positively or negatively moderates the cognitive CQ-OR relationship and the meta-cognitive CQ-OR relationship during Covid19 pandemic.

5.1 Individual Results

5.1.1 Cognitive CQ

In regards to cognitive CQ, it looks like the questionnaire's respondents scored high on average. This shows a relatively positive outlook towards the knowledge of the respondents in alternate cultures' rules, economic systems, religious beliefs, values and languages (X. Chen et al., 2012). The average cognitive CQ is relatively not as high as the meta-cognitive CQ component and as expected in the results. The reason for this

outcome may be caused by the fact that individuals living in diverse cultural environments are aware of their immergence in various cultural situations (as in the MENA region). But this awareness does not correspond with the necessity, interest and time of these individuals. Thus, people exposed to this high level of diversification on a cultural level, probably neither have the enough time and interest, nor find it a necessity to know more about the fundamentals of other countries' cultures in order to facilitate communication. Individuals of homogeneous settings, show satisfaction in what people of different cultures bring about from economic, political, language and values knowledge on their native cultures. This information is, in most of the cases, a very basic/superficial level of information as it is easy to teach and learn the dos and don'ts of another culture.

5.1.2 Meta-Cognitive CQ

With a noticeable high score, results on meta-cognitive CQ imply that participants of this study possess high levels of consciousness about culture awareness in cross-cultural environments. This respectively high score bodes well for the quality of communication, knowledge and intercultural trust that are established between individuals coming from different backgrounds (Chua, Morris, & Mor, 2012). Meta-Cognition advocates that, as long as people's awareness is concerned in the numerous numbers of cultures they may encounter throughout their journey, it will always result into deep information processing (Soon Ang et al., 2006) and understandings related to

cultures and cognition (S. Ang et al., 2015, p. 5). Moreover, this score (5.7/7) in a complex network with an intercultural context, assure the ability of individuals (high on meta-cognitive CQ) to form a proper outlining, mapping and monitoring to function accordingly in such situations (Earley & Ang, 2003).

Furthermore, a reason possibly causing the population of the MENA region to have a high consciousness of cultures around them could be the fact that they live and work close to individuals having different values, beliefs, language and perspectives. Cultural awareness is imposed on most expatriates as it helps in the understanding of the best approaches, thoughts and decisions to ensure good communication.

The present discourse will be more matured when another CQ composite comes into play. It will be discussed in the section below.

5.1.3 Opportunity Recognition

The average opportunity recognition of the sample population I tested to frequently identify new ideas, specifically in the MENA region explains that individuals living in a cross-cultural ambiance are foreseen to constantly look for novelty in the information they look after. They usually collect data concerning their products and services and over the potential markets they search to pursue good business opportunities in emerging markets (Van de Ven, 1986).

5.1.4 Entrepreneurial Orientation

When it comes to entrepreneurial orientation, the average settled at a value approximately equivalent to that of opportunity's recognition. This high scoring could be an indicator that the people of the MENA region have the bravery to initiate actions, take calculated risks and operate creatively. The aforementioned indication is expected to have a favorable effect on the recognition of opportunities in the marketplace (Hughes et al., 2007). Worded differently, people appear to perceive pro-activeness, risk-taking and innovativeness as prerequisite essential elements of the recognition of new business chances as they make up the constituents of entrepreneurial orientation (Wiklund & Shepherd, 2003). Moreover, linking this construct back to the demographics of this study, this result might also be based on the grounds the survey was mostly targeting young potential entrepreneurs that are brave enough to be bold in taking risk and jumping in the uncertain.

The gravity of this construct shows up in its relationship with the other variables in the models further discussed below.

5.2 Model Relationship Results

5.2.1 Cultural Intelligence and Opportunity Recognition

5.2.1.1 Cognitive CQ and Opportunity Recognition

Regarding CQ's cognitive component, the relationship that connects between that construct and opportunity recognition is a remarkably strong connection (0.244) based on Table 2 Model 2 of the analysis's chapter. This relationship means that individuals earning a bulk of knowledge and information on a certain field, market, product or service can pour this proficiency in the target of identifying opportunities (Lumpkin et al., 2004). This is an indication that cognitive CQ is a strong drive in determining the approach in which opportunities will be recognized. Thus, in a culturally-diverse environment, cognitive CQ enhances expatriates' basis for heterogeneous knowledge patterns helping them master other cultures, seek new information and consequently create new opportunities (Lorenz et al., 2018, p. 225).

Additionally, the propensity of the identification of opportunities is highly subjective to each culture one is being exposed to, such as each segment would be satisfied in a different innovative approach because each perceive novelty and newness differently (Mueller et al., 2012). This could be a huge reason why in a multi-cultural environment, individuals high on cognitive CQ have better chances at catching opportunities.

5.2.1.2 Meta-Cognitive CQ and Opportunity Recognition

As can be shown from Table 2 Model 2 of the analysis section, there is undoubtedly a significant (0.399) relationship between the meta-cognitive component of

cultural intelligence and OR. Meta-cognitive CQ works as a competence or a skill that enables MENA's potential entrepreneurs to consider interpreting and evaluating some fundamental data in the means of perceiving new opportunities in the market (Shane & Venkataraman, 2000). As this variable is worded positively, it's a positive relationship that connects between meta-cognitive CQ and opportunity recognition. Significantly, in a cross-cultural space, meta-cognitive CQ supplies individuals with the indispensable knowledge to observe relations and connect dots between events. The above connection works in facilitating the identification of new opportunities (Baron, 2006; Baron & Ensley, 2006). Furthermore, in such diverse contexts, one will be exposed to incongruous networks of people and information (Bruning et al., 2012; Osman-Gani & Rockstuhl, 2008), as such this mixture in revelation presents, through enlarging the scope of creativity and inspiration, a root for new venture plans and new projects ideas. Accordingly, one can expect that when expatriates are advantaged by meta-cognitive cultural intelligence abilities, they tend to perceive more entrepreneurial opportunities.

5.2.2 Entrepreneurial Orientation and Opportunity Recognition

According to the results obtained from the 3rd Model of Table 2, entrepreneurial orientation showed significance (0.645) on its relationship with opportunity recognition. This relationship brings innovativeness, pro-activeness and risk-taking, EO's three main components in the direction of the formation of new ideas and the recognition of novel opportunities. This phenomenon occurs through one's eagerness to dedicate big assets by anticipating market changes (Lumpkin & Dess, 1996; Miller, 1983) and act in

anticipation to identify new opportunities (Lieberman & Montgomery, 1988) through the support of novelty in product creation and service development (Autio et al., 2011). This indication assures the fact that these two variables are positively related and that in culturally diverse environments individuals with an entrepreneurial orientation tend to faster recognize better opportunities in the marketplace. Thus, EO comes along side with Meta-Cognitive and Cognitive CQ to affect the dependent variable OR in a positive manner.

5.2.3 Interaction terms

Moving to discussing the branch of the study where interaction terms were introduced, the present research identifies two interacting relationships:

- 1- The cognitive CQ-EO interaction.
- 2- The meta-cognitive CQ-EO interaction

The significance of these tested results is that expatriates arranged in culturally diverse contexts tend to tailor their mentalities, decisions, behaviors and actions to a more culturally intelligent approach when they carry an entrepreneurial orientation.

5.2.3.1 Entrepreneurial Orientation moderating the Cognitive CQ – OR relationship

Looking at Table 2, Model 4 of This study's analysis introduces the interaction terms and here the cognitive CQ's interaction with EO will be examined.

Table 2 Model 4 shows significant positive relationship on the cognitive CQ-EO interaction. Cognitive CQ accounts for an individual's knowledge component on the benchmarks, conventions and habits of other cultures gained through education and past experience (Ang, Van Dyne, & Tan. 2011). It differs from the meta-cognitive Component as cognitive CQ stands for one's culture-general and culture-specific knowledge (Earley & Ang, 2003) whereas the meta-cognitive facet symbolizes one's own and other's cultural knowledge and understanding (S. Ang et al., 2015). Thus, cognitive CQ is more of a primary antecedent to the meta-cognitive component of CQ for the reason that one must be aware of the cultural diversification before understanding how to react to it. Results of Model 4, in addition to declaring the significance of the cognitive CQ-EO interaction, reveals a positive relationship connecting the two aforementioned variables that strengthens the positive relationship already existing between cognitive CQ and OR. This significance implies that the awareness one might have on alternate cultures that exist within his/her environment strengthen the effectiveness of opportunities' recognition whenever entrepreneurial orientation is administered into the scenario even during the Covid19 pandemic. Over and above, with support to previous research the relationship associating these two variables came out to be positive. This explains that the process of innovativeness and uniqueness through the identification of exclusive chances is facilitated when individuals display high levels of entrepreneurial orientation adjoining awareness in cultural diversity and alternate ideals

and beliefs. This phenomenon is discussed within the MENA region, as it exhibits a diversified workforce notably during the Covid19 pandemic.

5.2.3.2 Entrepreneurial Orientation moderating the Meta-cognitive CQ – OR relationship

Forthcoming to the meta-cognitive CQ variable, Table 2, Model 4 of this study's analysis introduces the interaction terms and here the meta-cognitive CQ's interaction with EO will be examined.

As per Soon Ang, Van Dyne, and Tan (2011)'s definition, meta-cognitive CQ is a person's level of cultural consciousness in a cross-cultural context. Meta-cognitive CQ focuses on one's values, assumptions and actions with others (Adler & Bartholomew, 1992). This CQ construct converts cultural consciousness into ability in performing well, making sound decisions and opening one's attention towards change when dealing with multiple cultures (Soon Ang et al., 2007). The meta-cognitive CQ-EO interaction, according to Model4, shows a significant negative relationship that connects the two variables. Significance of this linkage was hypothesized to be positive. However, opposed to H2, EO turned out to moderate the meta-cognitive CQ-OR relationship negatively affirming that one's knowledge and awareness over the diversified cultures of his/her environment lessen his/her capabilities of recognizing opportunities when one retains an entrepreneurial orientation during the Covid19 pandemic. This implies that awareness in cultural diversity; having a perception over other culture's values systems,

cultural assumptions, and norms do not necessarily constrain individuals within the MENA region to act correspondingly during the Covid19 pandemic, thus lessening the positive effect Meta-Cognitive CQ has on OR. Their actions do not have to be corresponding to their knowledge of the dos and don'ts of other cultures in the process of opportunity recognition during the Covid19 pandemic.

Furthermore, meta-cognitive CQ affects an individual's opportunity recognition abilities through creativity. The pool of knowledge, heterogeneous human interactions and the distinctive source of information that an individual gets exposed to serve as a mediator between meta-cognitive CQ and new business plans, ideas and entrepreneurial opportunities (Bruning et al., 2012; Osman-Gani & Rockstuhl, 2008). On the grounds that the whole world is adapting to new benchmarks and measures ever since the Coronavirus disease took over the world, most of meta-cognitive CQ's requirements for better recognition of opportunities in emerging markets have become so limited and almost impossible to achieve. Covid19 have blocked traveling from and to any country in the world, enforced social distancing rules, recommended work from home to limit any kind of human interaction and communication. These new imposed norms have made it inaccessible for entrepreneurs and potential entrepreneurs, having an entrepreneurial orientation, to discover new information sources, to notice events and learn from patterns of human relations blocking their way for innovativeness and opportunities recognition. Hence, an individual's entrepreneurial orientation, during the Covid19 pandemic, lessens his/her capabilities in discovering new business opportunities and creativity when in a multi-cultural environment.

5.3 Managerial Implications

Considerable Practical implications can be developed from the current study's findings.

First, one must master the phenomenon of cultural intelligence, as to be working in Multi-National Companies (MNCs) he/she gets exposed to people coming from heterogeneous backgrounds. It is advised that human resources practitioners' making employment decisions (whether they were locals or expatriates) to be biased in the favor of the diversity concept. Hence, it is recommended that human resources managers of MNCs and local companies seek diversity and high levels of cultural intelligence within its interviewees. Ensuring that a company's employees and top managers have high levels of CQ is done through recruiting and retaining individuals that possess advanced abilities of understanding, accepting and living within diverse cultures.

Second, previous studies have shown that cognitive and meta-cognitive CQ can be used to enhance the recognition of opportunities (Baron, 2006; Baron & Ensley, 2006; Lorenz et al., 2018). Add to that, literature has shown that CQ is a concept that can be taught and developed (Earley & Mosakowski, 2004; Ng, Van Dyne, & Ang, 2012). Thus, companies can depend on several ways to enhance dimensions of CQ in order to strengthen one's ability in perceiving opportunities in tough times, such as the Covid19. Tools that can be used during this procedure are cultural training programs (Rehg, Gundlach, & Grigorian, 2012). These programs can be provided online to accommodate with the social distancing requirements of the new worldwide situation. In addition to a direct involvement in cross-cultural experiences that grant exposure to an incongruous

network of people and information outside the company's and country's borders (Şahin, Gurbuz, & Köksal, 2014).

Third and finally, businesses of emerging markets of the MENA region are considered as an essential driver for the economic development in most of its countries (Şahin & Gürbüz, 2017). I suggest that international and local companies emphasize on an entrepreneurship training program done through the Training and Development (TD) department of HR as a key policy to individuals detected high on CQ. The aforementioned policy encourages expatriates high in meta-cognitive and cognitive CQ to discover opportunities abroad and come up with new business ideas for novel products and services even during turbulent times like current Covid19 pandemic. These entrepreneurial opportunities contribute in the economy of the MENA by meeting the needs of the international and local market.

Chapter Six

Limitations and Future Research Directions

While conducting this research, I came across several questions that were beyond my scope of study that I would be interested to see examined in future research. These questions appear as limitations that provide grounds for future studies.

6.1 Limitations

6.1.1 Sample Limitations

Because of the scope of this study and the defined sample gathered, considerable limitations were carried forth into this research paper. The adopted sample was constituted of professionals. From these professionals some were entrepreneurs and others were potential entrepreneurs having or working for international enterprises. In other words, the sample of this study did not include uneducated and unemployed individuals' perceptions on CQ, OR and EO as they constitute a large segment of the Arab world's population. However, this sample faces limitations in the scope of gender.

As it is known, in the MENA region each of the two genders “man” and “woman” are correlated to distinct social behaviors. As a classic, men are expected to seek a professional career while woman are supposed to stay at home and concentrate on their children (Hayo & Caris, 2013). The fact that MENA region is found to have the lowest share of females in the workforce globally (Adely, 2009) explains the perception that defines woman as the weaker gender in the Arab world, and the idea that females should not be in positions to hold high responsibilities. Thus, this perception has definitely contributed in affecting the research’s results for the fact this study’s sample constituted of a large number of females. The following female incorporation might not be the perfect representation of the working population in the MENA region.

These boundaries affect the representation of the MENA region’s population, in ways that ceil the accurate generalization of the study’s results in emerging markets of the GCC, North African countries and the rest of the Middle Eastern countries.

Moreover, the fact that the survey was developed as a soft copy on Google Forms limits the sample studied to only cover individuals that are computer/smart-phone friendly. Finally, the size of the sample studied may have limited the ability to generalize this study’s results, as a larger sample size would better help understand the relationships studied by producing accurate results that can be generalized.

6.1.2 Country Limitations

Over and above, some of the existing limitations arose due to the attributes of the studied geographical area, in our case the MENA region.

A big chunk of the MENA region's countries make part of the 3rd world countries where many wars took and are still taking place on its territories (such as Syria, Palestine, Yemen, etc...). With little safety measures, technological developments, investments and resources, opportunities' creation in several markets and for many business types in this region became way more challenging. Hence, all these circumstances are down turning the chances of business creation, innovativeness and novelty in ideas and consequently, the recognition of opportunities.

Furthermore, the cultures that fall within the MENA region are mostly Arab – African cultures that are known to be somehow conservative and still deal with women accessing education and indulging in the work field as a controversial manner. This is a result of the cultural traditions existing in the MENA region that go beyond the rise of Islam, as the dominant religion in that region (Hayo & Caris, 2013).

Citizens of the MENA are also known to still follow their ancestors' norms and values careless of the civilizations, rise, and advancements they have witnessed. Individuals of the MENA region aren't high risk takers, what blocked the enhancement and growth of their countries' population's mentality. Further studies, on a bigger scale, can elaborate more on this point and can possibly end the limit of the study to a specific territory and contribute in more detailed information on each of the variables.

Not to mention, an additional limitation of the present study is related to this research's sampling method. The sampling mechanism consisting of the independent,

dependent, moderating and controlling variables were all gathered at the same time, using the same sources from the same people which create a problem of multi-collinearity.

As a result to the above limitations, results of this study cannot be generalized to a wider population than the one studied, nor in all the countries' emerging markets and definitely not for all the ventures.

6.2 Future Research Directions

My study focused on the MENA region's working population (citizens and expats) as it is known to be a cross-cultural context with several cultural limitations. Future research would benefit from gathering other population and geographical settings' data on CQ, OR and EO. By surveying citizens and expats working in different countries, new data might enable the validation and generalization of the positive association between the studied variables especially that it has been shown that there is a high connectivity between where an individual lives and his/her likelihood in perceiving opportunities.

Further, Malecki and Poehling (1999) argued that personality differences such as extroversion and introversion affects the individual's willingness to enter a new network, gather new information in order to start a new venture. Thus future research studies are encouraged to test our study while taking into account personality types and differences.

Finally, CQ and EO are not the only variables affecting OR. As other criteria such as performance on the job, organizational commitment and turnover intention should make part of future study. These criteria play a major role in assessing whether a potential entrepreneur is willing to quit his/her job in order to follow his/her dream in becoming an entrepreneur or not.

Moreover, further research can take into account the sake of studying the effect of the other two constituents of CQ (Behavioral and Motivational) on dependent variable OR. Knowing their importance and their share in the cross-cultural world, Behavioral and Motivational CQ may have a huge impact on OR as well.

Expanded detailed researches into each of the above future search recommendations can contribute in a better data in regards of this topic. Nonetheless, for the meantime, this study plays the role of a first step in the stairs of further research in the field of entrepreneurship in culturally diverse environments and open doors for different types of studies in this wide captivating field.

Chapter Seven

Conclusion

Globalization and growth of Multi- National Companies (MNCs) were reasons for the business world to rapidly expand and improve to breed with new opportunities, especially in the MENA region. The literature encounters many difficulties through the process of keeping up with novelty and innovation within the process of exploring new business chances during Covid19 pandemic. Since the business world is now open to one another, culturally-diverse human interactions are becoming the new trend and are setting the new criterion and norm in the MENA region.

This research's primary aim was to close the gap in one of the many literature vague areas of the entrepreneurship field and hence study the moderating effect Entrepreneurial Orientation has on the relationships between Meta-Cognitive CQ – OR and Cognitive CQ – OR, in a multi-diverse cultural environment during the Covid19 pandemic. Results of the current study showed that the moderating effect EO has on the relationship between Meta-Cognitive CQ – OR lessens the positive relationship between the two variables, while the Cognitive CQ – OR relationship is stronger when moderated by EO. In this region, individuals displaying knowledge and awareness regarding other cultures' norms, rules and values tend to better recognize international opportunities when they possess orientation towards entrepreneurship during Covid19 pandemic.

Further research into this specific topic can help in exposing more details about different variables, constructs and personal characteristics and their relationships with the aforementioned studied links. Different perspectives on this manner can shed light on areas yet unexplored in the literature. With additional knowledge, Entrepreneurial Orientation will be further understood with its three main aspects, and its bold effect on the field of entrepreneurship, and the business world will be better contemplated.

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Appendix

Consent for survey participation

Studying the moderating effect of entrepreneurial orientation on the positive relationship between cultural intelligence and opportunity recognition in the MENA region during the Covid19 pandemic.

I am a MSHRM student at the Lebanese American University, and I would like to invite you to participate in my thesis research. The purpose of this study is to measure the effect of role conflict and role ambiguity on the faculties' job satisfaction and commitment at LAU. I would highly appreciate your input to my thesis by completing this survey. Kindly note that it will take approximately 4 minutes to complete the survey.

By continuing with the questionnaire, you agree with the following statements:

- 1. I have been given sufficient information about this research project.*
- 2. I understand that my answers will not be released to anyone and my identity will remain anonymous.*
- 3. I understand that all responses I provide for this study will remain confidential. When the results of the study are reported, I will not be identified by name or any other information that could be used to infer my identity. Only researchers will have access to view any data collected during this research however, data cannot be linked to me.*
- 4. I understand that I may withdraw from this research any time I wish and that I have the right to skip any question I don't want to answer*
- 5. I understand that my refusal to participate will not result in any penalty or loss of benefits to which I otherwise am entitled to.*
- 6. I have been informed that the research abides by all commonly acknowledged ethical codes and that the research project has been reviewed and approved by the Institutional Review Board at the Lebanese American University*
- 7. I understand that if I have any additional questions, I can ask the research team listed below.*
- 8. I have read and understood all statements on this form.*
- 9. I voluntarily agree to take part in this research project by completing the following questionnaire.*

If you have any questions, you may contact:

<i>Name (PI)</i>	<i>Phone number</i>	<i>Email address</i>
<i>Marwa El Moussaoui</i>	<i>+961 03 698 226</i>	<i>marwa.moussaoui@lau.edu</i>

If you have any further questions about your rights as a participant in this study, or you want to talk to someone outside the research, please contact the:

IRB Office

*Lebanese American University
3rd floor, Dorm A, Byblos Campus
Tel: 00 961 1 786456 ext. 2546*

Survey

Circle the appropriate answer:

Age	18 - 25	26 - 30	31 - 40	41 - 49	50+
Gender	Male	Female			
Education Level	High School Degree	University Bachelor's Degree or Equivalent	University Master's Degree or Equivalent	University PhD or Equivalent	
Work Status	Not Employed	Part-time Employed	Full-time Employed	Project Employed	
Income Level (in US dollars per month)	1 – 1,499	1,500 – 2,499	2,500 – 4,999	5,000 – 9,999	10,000+
Work Experience (in Years)	0 - 5	5 - 10	10 – 15	15 - 20	20+

What is your country of work? _____

The Cultural Intelligence Scale (CQS) (Ang, et al., 2007):

Please read each statement carefully before answering. To the left of each item, please indicate how strongly you agree or disagree, using the following 7 point Likert scale:

Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Strongly Agree
1	2	3	4	5	6	7

Meta – Cognitive CQ

___ 1. I am conscious of the cultural knowledge I use when interacting with people with different cultural backgrounds.

___ 2. I adjust my cultural knowledge as I interact with people from a culture that is unfamiliar to me.

___ 3. I am conscious of the cultural knowledge I apply to cross-cultural interactions.

___ 4. I check the accuracy of my cultural knowledge as I interact with people from different cultures.

Cognitive CQ:

___ 1. I know the legal and economic systems of other cultures.

___ 2. I know the rules (e.g. vocabulary, grammar) of other languages.

___ 3. I know the cultural values and religious beliefs of other cultures.

___ 4. I know the marriage systems of other cultures.

___ 5. I know the arts and crafts of other cultures.

___ 6. I know the rules for expressing non-verbal behaviors in other cultures.

Motivational CQ:

___ 1. I enjoy interacting with people from different cultures.

___ 2. I am confident that I can socialize with locals in a culture that is unfamiliar to me.

___ 3. I am sure I can deal with the stress of adjusting to a culture that is new to me.

___ 4. I enjoy living in cultures that are unfamiliar to me.

____ 5. I am confident that I can get accustomed to the shopping conditions in a different culture.

Behavioral CQ:

____ 1. I change my verbal behavior (e.g. accent, tone) when a cross-cultural interaction requires it.

____ 2. I use pause and silence differently to suit different cross-cultural situations.

____ 3. I vary the rate of my speaking when a cross-cultural situation requires it.

____ 4. I change my non-verbal behavior when a cross-cultural intersection requires it.

***Opportunity Recognition (OR) (Nicolaou et al., 2009)
(Kuckertz et al., 2017) (Singh et al., 1999):***

Please read each statement carefully before answering. To the left of each item, please indicate how strongly you agree or disagree, using the following 7 point Likert scale:

Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Strongly Agree
1	2	3	4	5	6	7

____ 1. While going about day-to-day activities, I see potential new ideas.

____ 2. I generally have ideas that may materialize into profitable enterprises.

____ 3. I frequently identify ideas that can be converted into new practices or services (even though I may not pursue them).

____ 4. I look for information about new ideas on product or service.

____ 5. I have a special sensitivity toward new opportunities.

____ 6. I am always alert to business opportunities.

____ 7. Seeing potential new opportunities comes very naturally to me.

____ 8. I frequently identify opportunities to start-up new businesses (even though I may not pursue them).

____ 9. I research potential markets to identify business opportunities.

- ___ 10. I search systematically for business opportunities.
- ___ 11. I regularly scan the environment for business opportunities.
- ___ 12. I have set up an organization to pursue a business opportunity I perceived.
- ___ 13. Based on a business opportunity I perceived, I have developed a new market.
- ___ 14. I have put together an entrepreneurial team to pursue a business opportunity I perceived.
- ___ 15. I have approached investors (e.g. business angels or venture capitalists) to acquire funding for a business opportunity.

Entrepreneurial orientation (Hughes et al., 2007) :

Please read each statement carefully before answering. To the left of each item, please indicate how strongly you agree or disagree, using the following 7 point Likert scale:

Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Strongly Agree
1	2	3	4	5	6	7

Pro-activeness (Hult and Ketchen 2001) (Morgan and Strong 2003):

- ___ 1. I excel at identifying opportunities.
- ___ 2. I always try to take initiative in every situation (e.g. against competitors, in projects and when working with others).
- ___ 3. I initiate actions to which other organizations respond.

Risk-Taking (Barringer and Bluedorn 1999) (Hult and Ketchen 2001) (Morgan and Strong 2003):

- ___ 1. People in my business are encouraged to take calculated risks with new ideas.
- ___ 2. My business emphasizes both exploration and experimentation for opportunities.
- ___ 3. My business frequently tries out new ideas.

Innovativeness (Calantone, Cavusgil and Zhao 2002):

- ___ 1. My business is creative in the methods of operation.

____ 2. My business is often the first to market with new products and services.

____ 3. I actively introduce improvements and innovations in my business.