

Exploring Role of Hofstede Cultural Dimensions on Entrepreneurial Intention: Mediating Role of Entrepreneur's Proactive Behaviour

Elnagi M. Hamid*

College of Arts, King Faisal University, Saudi Arabia

eadam@kfu.edu.sa

Tuygunoy Mamadjanova

Department of Economics, Termez University of Economics and Service,

Uzbekistan

tuygunoy_mamadjanova@tues.uz

Abstract: Culture plays a very important role in shaping the behavior and intentions of individuals. It is vital to understand the cultural factors that can develop entrepreneurial intention among individuals. Therefore, this study examined the effect of collectivistic culture, social influence culture, and power distance culture on entrepreneurial intention. This research also examined the mediating effect of proactive entrepreneurial behavior. The data for the study were collected from entrepreneurs through questionnaires developed from past studies. The responses of the respondents were gathered using simple random sampling. The response rate of the study was 64.33%. The gathered data were analyzed using Smart PLS-4. The results of the study showed that collectivistic culture, power distance culture, and social influence culture have a significant effect on proactive entrepreneurial behavior. Moreover, proactive entrepreneurial behavior has a positive impact on entrepreneurial intention. The results also showed a significant mediating role of proactive entrepreneurial behavior as well. This study contributes to the body of literature by discussing the mediating role of proactive entrepreneurial behavior.

Keywords: Collectivistic Culture, Power Distance Culture, Social Influence Culture, Proactive Entrepreneurial Behaviour, Entrepreneurial Intention

1. INTRODUCTION

Culture plays a very important role in shaping the behaviors, values, and attitudes of individuals, which has a direct influence on entrepreneurial intention. Entrepreneurship is the driver of innovation and economic development within a country (Valencia-Arias et al., 2025). Therefore, understanding the cultural foundation is vital to developing intentions regarding entrepreneurship among individuals. Entrepreneurship shows the personal attitude of the individual that infers the growth requirements based on innovation and the ability to understand opportunities within a certain culture. Therefore, an entrepreneur needs to be creative and diverse

in terms of understanding the culture (Anjum et al., 2020). The process of entrepreneurship is very complex, as it combines cultural, political, economic, social, personal, and cognitive factors. Among these elements, cultural factors shape the perception, attitude, and values of an individual towards self-employment and innovation. As a result, culture is one of the key determinants of entrepreneurial behaviour. Employment creation and the growth of countries are also dependent upon the factor of entrepreneurial intention (Barrero et al., 2024). So, entrepreneurial intention is important as it is one of the factors that predict whether an individual will start a new venture. It also reflects the commitment to begin a new business, influencing the choices that lead to entrepreneurship. Therefore, it is important to understand entrepreneurship from the cultural lens to promote economic development (Neneh & Dzomonda, 2024). Assessing the interplay between entrepreneurial intention and cultural dimensions provides valuable insight into shared values and societal norms impeding entrepreneurial pursuits. The cultural factor of power distance is often viewed as a concept that has a negative impact on overall cultural participation. A culture with high power distance reflects significant communication gaps among individuals. People in such a culture cannot express their views to others openly (Korkmazyurek & Ocak, 2024). A culture with high power distance shows strong control and authority held by a few individuals, which further limits shared decision-making and inclusiveness. The factor of power distance shapes the dynamics of decision-making, communication, and authority within a culture. A culture with low power distance promotes mutual respect, openness, and collaboration among individuals (Abbate et al., 2025). It is important to study power distance, as it influences decision-making and communication processes. Having a clear understanding of power distance can improve interaction among different cultures, enhancing individual behavior towards entrepreneurship. Social influence is a common element of daily life, where individuals are continually shaped by the actions, emotions, and thoughts of others. It serves as a fundamental aspect of social interaction, with individual attitudes being molded by cultural dimensions such as social influence (Chabika et al., 2024). The effect of social norms is mainly dependent upon the characteristics and perceived power of an individual within a society. Social influence plays very important role to foster societal cohesion and cultural dynamics. The factor of social influence is a common element of one's daily life, in which an individual is constantly influenced by others' actions, feelings, and thoughts. Social influence is one of the basic factors of social interaction. The attitude of an individual living

in a society is shaped by cultural factors such as social influence (Chabika et al., 2024). The effect of social norms is mainly dependent upon the characteristics and perceived power of an individual within a society. Social influence plays a very important role in fostering societal cohesion and cultural dynamics. The global environment is currently volatile, marked by unexpected crises, rapid technological shifts, and trade disruptions, requiring entrepreneurs to work diligently and continuously to innovate and adapt. Demonstrating entrepreneurial behavior is essential for the survival and long-term success of entrepreneurs (Audretsch & Kariv, 2025). Proactive entrepreneurial behavior is future-oriented and self-initiated, involving intentional actions, the pursuit of emerging opportunities, and the anticipation of challenges to strategically influence the business environment (Boesten et al., 2025). Proactive behavior among entrepreneurs is essential in today's environment of market interdependence and uncertainty. Additionally, cultural factors such as collectivism shape both the expression and direction of proactive behavior. In collectivist societies, entrepreneurial proactivity is often aligned with social value creation and communal objectives, where individual decisions are influenced by the broader goals of societal resilience and collective progress (Satwika et al., 2025). Thus, the aim of the present study is to investigate the impact of collectivistic culture, social influence culture, and power distance culture on entrepreneurial intention through the mediation of proactive entrepreneurial behavior.

2. LITERATURE REVIEW

2.1 Pro Entrepreneurial Active Behavior and Entrepreneurial Intention

In literature, entrepreneurial intention is referred as objective of the individual to begin a business having high growth and work in future as an entrepreneur (Lee et al., 2022). It is also referred as intentional attitude or act towards the existing or a start-up firm with an attempt to begin a new business (Neneh & Dzomonda, 2024). It is the desire within an individual to start and own a private business including future goal to be an entrepreneur. Entrepreneurial intention is based on the personal efforts of the entrepreneur to implement the activities of new venture, applying self-interest and taking actions to start a start-up. Engagement of the entrepreneur to start new venture in future is discussed as positive factor toward the new start-up (Lee et al., 2022). Scholars have mentioned proactive entrepreneurial behavior as self-start behavior of an entrepreneur

that goes beyond aim and role to get some changes in order to solve different problems and start a new business (Van Ness et al., 2020). Proactive entrepreneurial behavior is the individual behavior of the entrepreneur having three prominent elements namely risk taking, innovativeness and pro-activeness. Some of the authors mentioned two of the key elements namely risk taking and pro-activeness (Rienda et al., 2025). This shows that there are two main type of entrepreneurial behavior which they must adapt according to situation. These two factors include proactive problem solving and proactive idea implementation. Proactive behavior of entrepreneur includes anticipating future needs and take initiative related to startup. Past studies have mentioned that proactive behavior is vital to form entrepreneurial intention within an individual. Researches verified that a number of individuals have entrepreneurial intentions but they cannot take solid actions because of lack of proactive approach. On the other hand, successful entrepreneurial behavior is expected among the individuals having proactive behavior. The studies Hu et al. (2023) have confirmed that individuals having proactive personality have positive influence entrepreneurial intention. The proactive personality of an individual has the inspiring qualities that enable a person to take start-up initiatives and get engaged in activities related to business development (Maziriri et al., 2023). Proactive behavior is based on future need anticipation that is positively linked to entrepreneurial intention. An individual with proactive personality is more likely to find out business opportunities and develop business plans. Such individual also try to mitigate business start-up challenges. The study of Hu et al. (2018) and Huang and Kee (2024) mentioned in their study that proactive entrepreneurial personality has positive significant effect on entrepreneurial intention.

H1: Pro Active entrepreneurial behavior is significantly related to Entrepreneurial Intention.

2.2 Power Distance Culture and Pro Active Entrepreneurial Behavior

Power distance in terms of cultural aspect is explained in literature as the level to which people of a certain culture can accept unequal power distribution (Abbate et al., 2025). It is also considered as the level of acceptance of unequal power distribution among individuals living in a country. Some of the authors have discussed this concept as the acceptance among the individuals regarding unequal power distribution, leadership style, and privileges within a society within a certain culture. In cultures that have high power distance, preference is given to hierarchical structures. On

the other hand, cultures with low power distance favor participative leadership and egalitarianism. Studies have pointed that individuals living in a high power distance society must be handled with managers and it is normal to have unequal distribution of power in that society. Whereas, the societies having low power distance believed in equal distribution of power in which power is not controlled by a single person. Power distance exerts a significant effect on behavior of the individual. Power inequality deals with level to which it is believed by the less powerful members of society that unfair distribution of power is acceptable. The cultures having high power distance, there exist tolerance for unfairness. It is realized by the individuals the way they are settled or adjusted in a certain power structure and they are satisfied by accepting their fate and destiny (Jan et al., 2024). It is opined by the individuals that powerful individuals have certain advantage and they have certain symbols that reflect their positions. Whereas cultures having low power gaps minimizes wealth disparities and social status. Leaders of society are accepted by the members of the society. The main emphasize of the leaders is interdependence and justice reducing position and rank (Nhat Vuong et al., 2023). On the other hand, in the cultures having high power distance, there exist proper chain of command, strict control, top down interaction and communication and hierarchical decision making. Proactive entrepreneurs always address different issues head on and challenge the status quo in the culture. Such individuals are unable to take part in a certain environment in which supervisor make decisions with violence. In the same aspect, Korkmazyurek and Ocak (2024) reported that individuals who left out in certain decision making process in a low power distance culture, did not accept the results. On the other hand, it is believed that high power distance significantly affect the proactive behavior (Zheng et al., 2025).

H2: Power Distance culture is significantly related to Pro Active behavior.

2.3 Social Influence and Pro Active behavior

Liang et al. (2024) referred social influence as the actions, beliefs and attitudes of the individuals that are influenced by the other members of the society. Social influence is also referred as the different ways in which “the thought, feeling, and behavior of individuals are influenced by the actual, imagined, or implied presence of other human being” (Mehrad et al., 2023). Social influence is based on the process in which interaction among members of the society shapes the behaviour, interests and thoughts of the individuals. Social influence can be explicit and implicit. Studies have

discussed it as implicit as it aligns with role or group expectations. Whereas, it is also considered as explicit as individuals also accept demands and requests from the people of higher ranks. The social influences can be derived from others such as families, parents, partners, friends, and peers in a certain social network and by endorsing others such as familiar community members, fashion leaders, pop stars and celebrities (Bali et al., 2024). Social influence discusses the contextual or environmental forces on the behavior of others. Individuals are often influenced by different environmental factors while making different choices in their daily life. The social influence includes community, friends, advisors, instructors, and family members. Primary social influence is based on a number of financial resources, instrumental assistance, role models and social support. In order to shape proactive behavior within an individual, social support plays a very important role (Suseno et al., 2020). Positive societal norms, role models and support have the ability to foster proactive behavior whereas, negative social influence can have negative influence Liang et al. (2024). It is more likely that individuals who are surrounded by social environment that is supportive such as expectations, perception regarding social norms and actions are aligned proactively, are more likely to show proactive behavior (Suseno et al., 2020). The situation when individual find out other within their culture including influencers, leaders or peers who are engaged in proactive behavior, are more likely to follow the same path. This influence takes place on the basis of different mechanism such as need of social approval, peer pressure and social learning (Nweke, 2024). Thus, social influence foster proactive behavior among entrepreneurs promoting forward thinking and innovation, indicating that social influence culture is strong predictor of proactive entrepreneurial behavior (Chanie et al., 2023).

H3: Social Influence is significantly related to Pro Active behavior.

2.4 Collectivist Culture and Pro Active Behavior

Collectivism is referred in literature as certain situation in which identity of the individual is immersed generally or within a certain group from where that individual belongs (Triguero-Sánchez et al., 2022). Studies have defined the collective culture as “the degree to which individuals express pride, loyalty, and cohesiveness in their organizations or families” (Gampe et al., 2022). Collectivistic culture is the feature of a certain society in which an individual is born having cohesive and strong group that protect these individuals throughout their life span in exchange of loyalty. Most of the individuals within a collective culture put the needs of group ahead of their own. As a result, they act in a certain way that is suitable for their society.

Therefore, it is likely that these individuals will adopt values that will support their culture and society (Riaz et al., 2023). The cooperation of individuals within collective culture is towards their society. Such individuals prefer to cooperate with other members of their society and neglect the individuals who are not part of their group. On the same lines, Hynes et al. (2025) reported that behavior and expectations of entrepreneurs are influenced by the collective culture of the country. The study by Triguero-Sánchez et al. (2022) also reported same findings in the context of different Asian cultures that are collectivist. It is more likely that individuals who belong to collective culture will get engaged in a specific behavior than the people who are part of individualistic society. Personal interaction and strong social network is strongly the success of entrepreneurs in different countries. Scholars mentioned that proactive entrepreneurs show commitment towards their start-up, that reflects the collectivism. It is because the individuals who are proactive can easily understand opinion of others. Similarly, studies reported that individuals who belong to collective culture are open to take part in productive discussions. As entrepreneurs who belong to collective culture are more dependent upon the ideas and opinion of the group members, therefore, collectivism has positive effect on the entrepreneurs' proactive behaviors (Klein & Assadi, 2025). Within a collective culture, the main emphasis of the entrepreneur is on the interdependence and group harmony. They like to take initiatives that are important for the cultural and societal needs. The studies by Zheng et al. (2025) revealed that collectivist culture has positive significant effect of proactive entrepreneur behavior.

H4: Collectivist culture is significantly related to Pro Active behavior.

2.5 Pro Active Entrepreneurial Behavior as Mediator

Studies mentioned that proactive entrepreneurial behavior has the tendency to mediate among power distance culture and entrepreneurial intention. Individuals are bound to follow the rules given by the authorities who are living in cultures that have high power distance culture. Whereas, people often look to challenge status quo, look for opportunities and take initiatives for new startups (Yalçinyiğit & Karaçay, 2025). It is possible for individuals to alter societal norms with the help of these self-driven attitudes. Individuals can successfully find gaps in market who have proactive entrepreneurial behavior. This proactive behavior of the entrepreneurs acts as a bridge among entrepreneurial intentions and power distance culture. The mediating role of proactive behavior was confirmed in study of Bai et al. (2022) who assessed it between the innovative work

behavior and authentic leadership. Likewise, Latifoglu et al. (2023) also echoed significant mediating effect of proactive entrepreneurial behavior in their study.

H5: Pro Active entrepreneurial behavior is a significant mediator between Power Distance culture and Entrepreneurial Intention.

Proactive entrepreneurial behavior has the tendency to influence entrepreneurial intentions. On the other hand, social influence culture also impacts entrepreneurial intentions through proactive entrepreneurial behavior. Individuals mostly align their actions with social expectations. On the other hand, individuals with proactive entrepreneurial behavior look for different opportunities and take business initiative (Aguilar-Cruz & Campos-Sánchez, 2024). In some of the occasions they act independently to resist social pressures. This mindset of the individuals plays critical role to transform social cues into entrepreneurial actions. Proactive individual do not conform social norms passively. In fact they use idea validation, networking and support to start their new ventures. Therefore, proactive entrepreneurial behavior enables individuals to impact social influence in a constructive way developing stronger entrepreneurial intention and probability to start new business in future. The studies by (Bai et al., 2022); Latifoglu et al. (2023) revealed mediating role of proactive behavior in their studies. So, we hypothesize that

H6: Pro Active behavior is a significant mediator between Social Influence and Entrepreneurial Intention.

The cultures that pose collectivism, group decisions are influenced as oppose to individual decisions. In such cultures, individuals give priority to social approval, shared goals and group harmony that may discourage independent venture and risk taking (Jiao & Zhao, 2023). On the other hand, proactive individuals who are living in such cultures take actions by anticipating opportunities and they take initiatives while neglecting social pressure. Their nature of forward thinking they can keep balance among personal ambitions and collective values. By aligning with social groups, proactively seeking resources and support, such individuals transform collective norms into entrepreneurial motivation that enhance willingness to begin new venture by maintaining collective cohesion. The mediating role of proactive behavior is also discussed by Bai et al. (2022); (Latifoglu et al., 2023) as well.

H7: Pro Active behavior is a significant mediator between Collectivist culture and Entrepreneurial Intention.

Based on the above discussion, following framework (Figure 1) has been proposed.

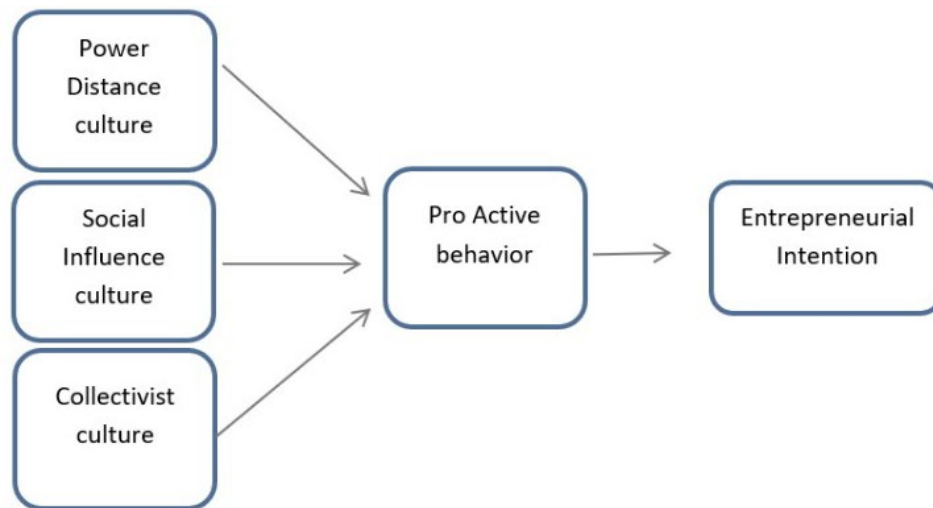


Figure 1: Theoretical Framework

3. METHODOLOGY

The main objective of the study is to explore the effect of different cultural factors on proactive behaviour of entrepreneurs and entrepreneurial intentions. Therefore, this research adopted cross sectional research design and quantitative research methodology. This research gathered and fixed the data numerically as per the basic requirement of quantitative methodology. Quantitative methodology is appropriate when application of different concepts is involved. The respondents of the present study were entrepreneurs of different ventures. Questionnaire was developed by the researchers to gather data from the respondents. The questionnaire developed was based on closed ended questions which provided a standardized reference points for the response of the respondents. Structured questionnaire is developed through application of 7-point Likert scale with purpose to collect data regarding the variables of the study. The items of each variable were adapted from the past studies. The items of Entrepreneurial intentions were adapted from the Farrukh et al. (2019), measurement scale of proactive entrepreneurial behavior were adapted from the Segarra-Ciprés et al. (2019), questionnaire of collectivistic culture were adapted from Zheng et al. (2025), scale of power distance culture was adapted from Alabri et al. (2020) and items of social influence culture was adapted from Jia et al. (2023). The questionnaire was distributed among 300 entrepreneurs by using simple random sampling. This study received back 193 usable questionnaires from the respondents, with response rate of 64.33%. The gathered data was analysed using SPSS 26 and Smart PLS 4. This research used SPSS 26 for the demographic

analysis of the respondents. Whereas, PLS-SEM through smart PLS 4 was used for the assessment of proposed variables. As recommended by Sarstedt et al. (2016), PLS-SEM is one of the finest selection to validate the research model in order to evaluate structural and measurement model.

4. RESULTS

As per the demographic information gathered from the respondents, more than 74.21% of the respondents were male and remaining participants were female, around 54.23% of the participants were married and 45.77% were not married. In terms of age, 16.54% of the respondents had the age between 18 to 29 years, 64.21% had the age between 30 to 45 years and remaining had the age more than 46 years.

Table 1: Factor Loading

	Collective Culture	EI	PEB	Power Distance Culture	Social Influence Culture
CC1	0.828				
CC2	0.794				
CC3	0.847				
CC4	0.829				
CC5	0.823				
EI1		0.887			
EI2		0.918			
EI3		0.896			
EI4		0.912			
EI5		0.871			
PDC1				0.887	
PDC2				0.936	
PDC3				0.911	
PDC4				0.926	
PDC5				0.805	
PEB2			0.949		
PEB3			0.917		
PEB4			0.936		
PEB6			0.896		
SIC1					0.925
SIC2					0.919
SIC3					0.907
SIC4					0.887
SIC5					0.851

Note: CC= Collectivistic Culture; SIC= Social Influence Culture; PDC= Power Distance Culture; EI= Entrepreneurial Intention; PEB= Proactive Entrepreneurial Behavior;

The analysis from the PLS is divided in two sections namely measurement model and structural model as proposed by (Hair Jr et al., 2017). First step of the analysis is measurement model which is based in reliability and validity assessment, convergent validity assessment, discriminant validity assessment and R square assessment. The analysis begins with factor loading for which Hair Jr et al. (2017) proposed the values of each items should be more than 0.70. Table 1 of the study shows that all of the items have the factor loading of above 0.70. Therefore, they all are retained for further analysis. Moving forward, reliability and validity was examined through Cronbach Alpha and composite reliability. In this context, Hair Jr et al. (2017) mentioned that values of Cronbach Alpha and Composite reliability should be more than 0.70. Table 2 of the study shows that CR and Cronbach Alpha has the values of more than 0.70. Moreover, AVE values are also assessed in table 2 showing all values are more than 0.50, as recommended by Fornell and Larcker (1981). Thus, convergent validity of the study is confirmed.

Table 2: Validity and Reliability

Collective Culture	Cronbach's Alpha	Cr	Ave
Collective Culture	0.887	0.914	0.679
EI	0.939	0.954	0.805
PEB	0.943	0.959	0.855
Power Distance Culture	0.937	0.952	0.799
Social Influence Culture	0.940	0.954	0.807

Note: CC= Collectivistic Culture; SIC= Social Influence Culture; PDC= Power Distance Culture; EI= Entrepreneurial Intention; PEB= Proactive Entrepreneurial Behavior;

Later, discriminant validity was assessed through Fornell and Larcker (1981) approach and HTMT approach based on (Henseler et al., 2009). As per Fornell and Larcker (1981) approach, average of square root of figures at the diagonal should be above remaining values. This criteria is fulfilled in table 3 fulfilling requirements of discriminant validity through Fornell and Larcker approach. From the HTMT approach, the threshold value of matrix is 0.90 as recommended by Henseler and Sarstedt (2013). Table 4 of the study shows this requirement is also fulfilled.

Table 3(a): Fornell and Larcker

	Collective Culture	EI	PEB	Power Distance Culture	Social Influence Culture
Collective Culture	0.824				
EI	0.587	0.897			
PEB	0.411	0.584	0.924		

Table 3(b): Fornell and Larcker

	Collective Culture	EI	PEB	Power Distance Culture	Social Influence Culture
Power Distance Culture	0.171	0.251	0.327	0.894	
Social Influence Culture	0.249	0.403	0.548	0.137	0.898

Note: CC= Collectivistic Culture; SIC= Social Influence Culture; PDC= Power Distance Culture; EI= Entrepreneurial Intention; PEB= Proactive Entrepreneurial Behavior;

Table 4: HTMT

	Collective Culture	EI	PEB	Power Distance Culture	Social Influence Culture
Collective Culture					
EI	0.619				
PEB	0.409	0.618			
Power Distance Culture	0.179	0.27	0.345		
Social Influence Culture	0.243	0.426	0.578	0.152	

Note: CC= Collectivistic Culture; SIC= Social Influence Culture; PDC= Power Distance Culture; EI= Entrepreneurial Intention; PEB= Proactive Entrepreneurial Behavior;

Later, R square value (Table 5) is assessed showing effect of independent variables on the outcome variables of the study. The R square figures are 0.341 and 0.427 respectively for EI and PEB showing 34.1% effect on EI and 42.7% of PEB. At this stage, measurement model of the study is successfully assessed.

Table 5: R-Square

	R-Square
EI	0.341
PEB	0.427

Note: EI= Entrepreneurial Intention; PEB= Proactive Entrepreneurial Behavior;

At this point, structural model was conducted to assess the proposed hypothesis. The nature of the relationship among variables is examined through Beta, whereas t and P values are used to confirm significance of relationship. The significance of the relationship is confirmed if t value is more than 1.96. Table 6 of the study shows the direct results of the proposed hypothesis.

Table 6: Direct Results

	Beta	SD	T Values	P Values
Collective Culture -> PEB	0.261	0.072	3.612	0.000
PEB -> EI	0.584	0.077	7.538	0.000
Power Distance Culture -> PEB	0.22	0.092	2.388	0.008
Social Influence Culture -> PEB	0.453	0.09	5.027	0.000

Note: CC= Collectivistic Culture; SIC= Social Influence Culture; PDC= Power Distance Culture; EI= Entrepreneurial Intention; PEB= Proactive Entrepreneurial Behavior;

The results in table 6 and Figure 2 shows that collective culture has significant effect on PEB, accepting the hypothesis ($B=0.261$, $t=3.612$, $p=0.000$). Moreover, PEB has positive effect on EI, accepting hypothesis ($B=0.584$, $t=7.538$, $t=0.000$); power distance culture has positive significant effect on PEB, supporting the hypothesis ($B=0.220$, $t=0.092$, $p=0.008$); and social influence culture has significant effect on PEB, accepting hypothesis ($B=0.453$, $t=5.027$, $p=0.000$).

Later, study also examined mediating effect of PEB. Table 7 shows the statistical results of the mediating role and confirmed its mediating effect among power distance culture and EI ($t=2.337$); social influence culture and EI ($t=4.258$); and collective culture and EI ($t=2.808$).

Table 7: Indirect Results

	Beta	SD	T Value	P Values
Power Distance Culture -> PEB -> EI	0.129	0.055	2.337	0.01
Social Influence Culture -> PEB -> EI	0.265	0.062	4.258	0.00
Collective Culture -> PEB -> EI	0.152	0.054	2.808	0.003

Note: CC= Collectivistic Culture; SIC= Social Influence Culture; PDC= Power Distance Culture; EI= Entrepreneurial Intention; PEB= Proactive Entrepreneurial Behavior;

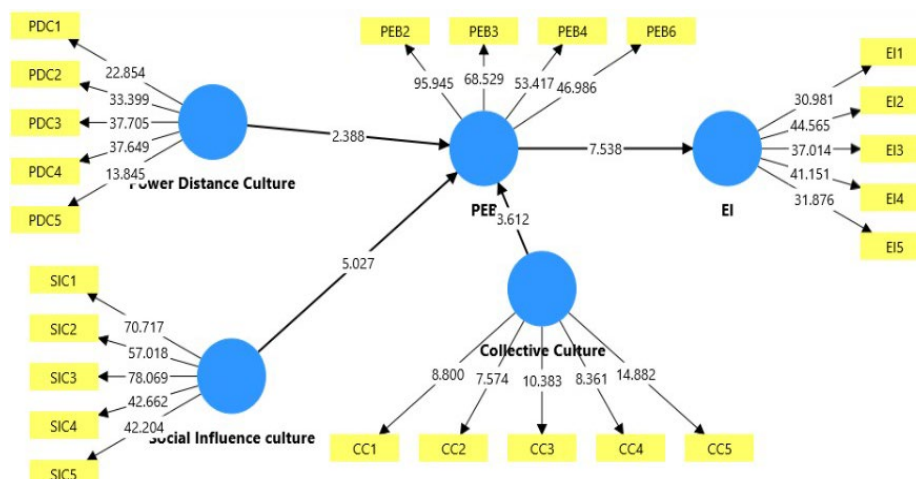


Figure 2: Structural Model

Note: CC= Collectivistic Culture; SIC= Social Influence Culture; PDC= Power Distance Culture; EI= Entrepreneurial Intention; PEB= Proactive Entrepreneurial Behavior;

5. DISCUSSION

Entrepreneurial intention is a vital element for a country's development, and culture significantly contributes to shaping such intentions among individuals. Accordingly, this study investigated the impact of collectivistic culture, power distance culture, and social influence culture on proactive entrepreneurial behavior and entrepreneurial intention. The findings validated that collectivistic culture significantly influences proactive entrepreneurial behavior, aligning with the results of Zheng et al. (2025). The respondents of the study mentioned that in collectivistic culture, they are deeply connected to their social networks, mutual support, cooperation and group harmony. This shows a strong sense of responsibility in the community as a result of collective culture of the respondents can work as a motivator for the entrepreneurial efforts. The ambitions of the entrepreneurs are mostly driven by the collective culture on the desires of social groups, communities and families. Respondents mentioned that the collective orientation of their culture encourages them to anticipate shared opportunities and needs. Therefore, they can take initiative for their individual and collective benefits. Respondents revealed that their willingness to seek more opportunities and get engaged in forward-looking behaviour is considered as one of the factors to solve the issue related to their collective culture, promoting social cohesion. Respondents of the study opined that they prefer to help others, whether their family and friends need financial assistance. As they belong to collective culture, therefore they also prefer to work in a group as compared to working alone and complete their tasks alone. Entrepreneurs of this study also believe that they have to take care of their families, although they have to sacrifice their benefits for it. Most of the entrepreneurs mentioned that they prefer to consult others before making a decision. They also feel pleasure when they spend time with others and cooperate with others. They mentioned that it is important for them to respect the decision of the group. Furthermore, social support from the collective culture provides certain resources and emotional resources that minimise perceived risk and improve proactive behaviour. Few of the respondents are of the view that collective culture provides them a safety net, which motivates them to act proactively to start a new venture. So, collective culture has a positive effect on the initiative-taking ability of the individuals, helping them to achieve their goals. The findings show that proactive entrepreneurial behaviour has a positive and significant effect on entrepreneurial intention. These findings show the importance of the proactive behaviour of entrepreneurs. The respondents

mentioned that they can easily tackle the problem proactively. They also mentioned that they always look for solutions when something goes wrong. Additionally, these entrepreneurs remain actively involved in discussions regarding new ventures. They look for new business ideas and try to invest in them. Also, whenever these entrepreneurs have the chance to take a new venture, they take it, whether other people take initiative or not. Some of the entrepreneurs mentioned that they always use their opportunities quickly to achieve their goals. Their participation in their business is more than required, and they are very good at transforming ideas into practice. In past Huang and Kee (2024) also confirmed the significant effect of proactive entrepreneurial behavior on entrepreneurial intentions. The statistical findings further indicate that social influence culture has a significant and positive impact on proactive entrepreneurial behavior. These results are consistent with the findings reported by (Chan et al., 2023) in literature. These findings highlight the importance of cultural norms in altering entrepreneurial actions among individuals. One of the possible reasons for these results is that social influence is strong in the cultures of the respondents. As a result, respondents are concerned about the behaviour, expectations and opinions of others. For these respondents, role models, peer recognition, and societal approval are some of the most powerful motivators to get entrepreneurial engagement. Most of the respondents mentioned that people who belong to their social network like entrepreneurship and like to work on new ventures. As a result of social influence, individuals like to identify opportunities that are linked to social expectations and needs. They also take initiatives to get social status, recognition and approvals from societal members. Some of the respondents are exposed to different successful entrepreneurs of society who are their role models that influence their self-confidence, which is important for enabling proactive behaviour. Moreover, uncertainty associated with a new venture is minimised by the social influence as family, mentors and peers provide encouragement and validation. As a result, conformity is promoted by the social influence culture that inspires proactive efforts of the entrepreneurs. The respondents of the study mentioned that the opinion of the people who belong to their group can change their thinking and behaviour. They also revealed that their behaviour is guided as per the desires of their culture and society. Moreover, perception and thinking of their community and group are important for them. The importance of different matters for the respondents of this study is dependent upon the priority of the individuals who belong to their culture. They also mentioned that certain acts are

performed by them to fulfil the expectations of their cultures. The results of study mentioned that power distance culture has positive effect on proactive entrepreneurial behavior (Zheng et al., 2025). These results suggest that individuals strongly emphasise authority structure, social hierarchies and power distance culture. The respondents also accept and respect unequal distribution of power. For some of the respondents, they get inspired by such behaviour as these individuals aim to challenge or rise within such a structure. For the respondents, entrepreneurship is one of the ways to get autonomy, authority and status. Their goals are highly valued in societies that are power-structured. Some of the individuals are ambitious and proactively look to gain entrepreneurial opportunities as one of the ways to get recognition, independence, and upward mobility. They also do not want to depend on the employment system of the hierarchy. The desire among individuals to move from a lower social status to a higher social status is a very powerful motivator. Furthermore, power distance culture most of the times admire key cultural figures. In such societies, successful entrepreneurs act as powerful role models that encourage others to change their behaviour. Therefore, individuals become proactive in exploiting and identifying business opportunities. Ultimately, the findings of this study also confirm the mediating role of proactive entrepreneurial behavior in the relationship between social influence culture, collective culture and power distance culture impacting entrepreneurial intention (Latifoglu et al., 2023). Occasionally, entrepreneurs in power distance cultures may dislike authorities, but as a result of proactive behavior, these entrepreneurs take business-related initiatives within these hierarchies. They translate features of power distance culture into innovative actions, enhancing entrepreneurial intention. Likewise, the emphasis of the collective culture is on mutual support and group goals. The proactive behaviour of entrepreneurs channels the strengths of collective culture into business creation. Similarly, peer expectations and societal norms in social influence culture shape entrepreneurs' attitudes. In the presence of proactive entrepreneur behaviour, factors like peer expectations and societal norms play the role of catalysts for entrepreneurs' action in developing entrepreneurs intentions.

6. LIMITATIONS AND FUTURE IMPLICATIONS

Despite a number of theoretical and managerial contributions, this study has few limitations. First, this study discusses the mediating effect of proactive entrepreneurial behaviour, three cultural factors as independent

variables and entrepreneurial intention as dependent variable. It is proposed that future studies may add any cultural dimensions as moderator in the proposed framework to enhance theoretical contributions. Second, data of the present study was collected through questionnaire developed on 7 point Likert scale. It is proposed that upcoming studies may use 5 or 6 point Likert scale to gather data in future. Third, the study focused on only three of Hofstede's cultural dimensions. Future investigations are encouraged to include other Hofstede dimensions to derive more comprehensive and nuanced findings. Fourth, a cross-sectional research design was used for data collection. Future research may benefit from adopting a longitudinal design to gain deeper insights into respondents' evolving behaviors over time. Lastly, this study utilized Smart PLS 4 for data analysis. Future studies may consider using AMOS to validate the findings through alternative analytical approaches.

7. THEORETICAL AND MANAGERIAL CONTRIBUTIONS

This study offers valuable theoretical and managerial implications. The findings highlight the significance of proactive entrepreneurial behavior, collectivistic culture, power distance culture, and social influence culture as important antecedents of entrepreneurial intention. While previous research has largely examined proactive behavior either as a mediator or an independent variable, this study is among the few that explores its mediating role between cultural dimensions and entrepreneurial intention. This contributes to the existing literature by offering a deeper understanding of how culture indirectly shapes entrepreneurial intention through proactive behavior. From a managerial perspective, the results underscore the relevance of cultural factors particularly collectivism, social influence, and power distance in fostering entrepreneurial intentions. It is recommended that entrepreneurs leverage support from their social groups and networks to enhance their proactive behavior. Furthermore, aspiring entrepreneurs are encouraged to draw inspiration from successful role models within their cultural contexts to reshape their entrepreneurial actions. These insights also hold value for academicians who may utilize the findings as a foundation for further research on culture and entrepreneurship.

Funding

This work was supported by the Deanship of Scientific Research, Vice Presidency for Graduate Studies and Scientific Research, King Faisal

University, Saudi Arabia [Grant Number KFU252899]'.

References

- Abbate, C. S., Bonfanti, R. C., Misuraca, R., & Ruggieri, S. (2025). Power distance in the workplace and its effect on prosocial behavioral intentions. *Acta Psychologica*, 253, 104695.
- Aguilar-Cruz, P. D., & Campos-Sánchez, A. (2024). Fostering Sustainable Development Through Social Innovation: The Role of Cultural Values in Entrepreneurial Intentions. *Scientia et PRAXIS*, 4(08), 96-126.
- Alabri, S. D., Kamaruddin, S., Gilal, A. R., Jaafar, J., & Aziz, I. A. (2020). The moderation influence of power distance on the relationship between technological factors and the successful implementation of citizen relationship management in the public sector. *IEEE Access*, 8, 132446-132465.
- Anjum, T., Farrukh, M., Heidler, P., & Díaz Tautiva, J. A. (2020). Entrepreneurial intention: Creativity, entrepreneurship, and university support. *Journal of Open Innovation: Technology, Market, and Complexity*, 7(1), 11.
- Audretsch, D. B., & Kariv, D. (2025). Entrepreneurship in the context of permanent crisis: the role of community support. *Review of Managerial Science*, 1-34.
- Bai, Y., Wang, Z., Alam, M., Gul, F., & Wang, Y. (2022). The impact of authentic leadership on innovative work behavior: Mediating roles of proactive personality and employee engagement. *Frontiers in Psychology*, 13, 879176.
- Bali, S., Suwandi, E., Chen, T.-C., Lin, C.-Y., & Liu, M.-C. (2024). Social influence, personal views, and behavioral intention in ChatGPT adoption. *Journal of Computer information systems*, 1-12.
- Barrero, J. P., Delgado-García, J. B., & Pérez-Fernández, H. (2024). Training entrepreneurs in culturally diverse countries. Influence of Social Norms on Entrepreneurial Intention. *The International Journal of Management Education*, 22(3), 101059.
- Boesten, R. M., Demerouti, E., Le Blanc, P. M., & Pekaar, K. A. (2025). A person-centered perspective on entrepreneurial success: combining proactive behavioral strategies across various life domains. *Career Development International*, 30(2), 178-192.
- Chabika, R., Müller, R.-a., Van Schalkwyk, H., van Schalkwyk, J., & van Rensburg, L. (2024). Cultural forces shaping social influences: The role of power distance, uncertainty avoidance, and individualism. *International Journal of Research in Business and Social Science*, 13(8), 87-101.
- Chanie, W., Melese, S., & Demesie, A. (2023). Linking work characteristics to proactive behavior: Mediating role of motivational state. *Helijon*, 9(7).
- Farrukh, M., Lee, J. W. C., Sajid, M., & Waheed, A. (2019). Entrepreneurial intentions: The role of individualism and collectivism in perspective of theory of planned behaviour. *Education+ Training*, 61(7/8), 984-1000.
- Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of marketing research*, 18(1), 39-50.

- Gampe, A., Blaumeiser, J., & Daum, M. M. (2022). Children's group loyalty is related to parental in-group collectivism. *Cognitive Development*, 61, 101130.
- Hair Jr, J. F., Matthews, L. M., Matthews, R. L., & Sarstedt, M. (2017). PLS-SEM or CB-SEM: updated guidelines on which method to use. *International Journal of Multivariate Data Analysis*, 1(2), 107-123.
- Henseler, J., Ringle, C. M., & Sinkovics, R. R. (2009). The use of partial least squares path modeling in international marketing. In *New challenges to international marketing* (pp. 277-319). Emerald Group Publishing Limited.
- Henseler, J., & Sarstedt, M. (2013). Goodness-of-fit indices for partial least squares path modeling. *Computational statistics*, 28(2), 565-580.
- Hu, R., Shen, Z., Kang, T.-W., Wang, L., Bin, P., & Sun, S. (2023). Entrepreneurial passion matters: The relationship between proactive personality and entrepreneurial intention. *Sage Open*, 13(4), 21582440231200940.
- Hu, R., Wang, L., Zhang, W., & Bin, P. (2018). Creativity, proactive personality, and entrepreneurial intention: the role of entrepreneurial alertness. *Frontiers in Psychology*, 9, 951.
- Huang, Z., & Kee, D. M. H. (2024). Exploring entrepreneurial intention: The roles of proactive personality, education, opportunity and Planned Behavior. *Heliyon*, 10(11).
- Hynes, B., Costin, Y., Richardson, I., Wang, X., & Travers, M. (2025). Pictures speak a 1,000 words—unearthing self-identified entrepreneurial perceptions, challenges and opportunities of female researchers in STEM. *Research in science education*, 55(1), 187-203.
- Jan, J., Alshare, K. A., & Lane, P. L. (2024). Hofstede's cultural dimensions in technology acceptance models: a meta-analysis. *Universal Access in the Information Society*, 23(2), 717-741.
- Jia, Q., Xu, X., Zhou, M., Liu, H., & Chang, F. (2023). Exploring the determinants of continuous intention in TikTok from the perspective of social influence: a mixed approach of SEM and fsQCA. *Journal of Electronic Business & Digital Economics*, 2(1), 45-68.
- Jiao, J., & Zhao, J. (2023). Individualism, collectivism, and allocation behavior: Evidence from the ultimatum game and dictator game. *Behavioral Sciences*, 13(2), 169.
- Klein, G., & Assadi, D. (2025). From Collectivism to Entrepreneurship: Personality Traits Driving Entrepreneurial Transformation in Kibbutzim. *Administrative Sciences*, 15(2), 65.
- Korkmazyurek, Y., & Ocak, M. (2024). The moderating role of psychological power distance on the relationship between destructive leadership and emotional exhaustion. *Current Psychology*, 43(27), 23232-23246.
- Latifoglu, N., Imamoglu, S. Z., Ince, H., & Altindag, E. (2023). Effect of leader-member exchange on proactive employee behavior and employee performance: The moderating role of innovative climate. *Sustainability*, 15(20), 14670.
- Lee, S., Kang, M.-J., & Kim, B.-K. (2022). Factors influencing entrepreneurial intention: Focusing on individuals' knowledge exploration and exploitation activities. *Journal of Open Innovation: Technology, Market, and Complexity*, 8(3), 165.

- Liang, S.-Z., Xu, J.-L., & Huang, E. (2024). Comprehensive analysis of the effect of social influence and brand image on purchase intention. *Sage Open*, 14(1), 21582440231218771.
- Maziriri, E. T., Nyagadza, B., & Chuchu, T. (2023). Key innovation abilities on capability and the performance of women entrepreneurs: the role of entrepreneurial education and proactive personality. *Business Analyst Journal*, 44(2), 53-83.
- Mehrad, A., Da Veiga, J., Kasparian, J., Cardoso, M., & Hernandez, I. (2023). Understanding and Exploring Social Psychology in the Context of Human Behavior. 8, 1-18.
- Neneh, B. N., & Dzomonda, O. (2024). Transitioning from entrepreneurial intention to actual behaviour: The role of commitment and locus of control. *The International Journal of Management Education*, 22(2), 100964.
- Nhat Vuong, B., Nam Khanh Giao, H., & Van Hung, D. (2023). How transformational leadership influences employees' job-related outcomes through public service motivation: Does power distance orientation matter? *Cogent business & management*, 10(1), 2176281.
- Nweke, P. O. (2024). THE IMPACT OF SOCIAL NORMS ON ENTREPRENEURIAL DECISION-MAKING AMONG YOUNG PEOPLE. *International Journal of Youth Empowerment and Entrepreneurship Development*, 6(1), 973-988.
- Riaz, W., Gul, S., & Lee, Y. (2023). The influence of individual cultural value differences on pro-environmental behavior among international students at Korean universities. *Sustainability*, 15(5), 4490.
- Rienda, L., Andreu, R., & Yang, Y. (2025). Entrepreneurs' proactive personality, network involvement, and international entrepreneurial intention in family SMEs. *Review of Managerial Science*, 1-28.
- Sarstedt, M., Hair, J. F., Ringle, C. M., Thiele, K. O., & Gudergan, S. P. (2016). Estimation issues with PLS and CBSEM: Where the bias lies! *Journal of business research*, 69(10), 3998-4010.
- Satwika, P. A., Suhariadi, F., & Samian. (2025). Exploring proactive work behavior: a scoping review of research trends and theories. *Cogent business & management*, 12(1), 2465904.
- Segarra-Ciprés, M., Escrig-Tena, A., & García-Juan, B. (2019). Employees' proactive behavior and innovation performance: Examining the moderating role of informal and formal controls. *European Journal of Innovation Management*, 22(5), 866-888.
- Suseno, Y., Standing, C., Gengatharen, D., & Nguyen, D. (2020). Innovative work behaviour in the public sector: The roles of task characteristics, social support, and proactivity. *Australian Journal of Public Administration*, 79(1), 41-59.
- Triguero-Sánchez, R., Peña-Vinces, J., & Ferreira, J. J. M. (2022). The effect of collectivism-based organisational culture on employee commitment in public organisations. *Socio-Economic Planning Sciences*, 83, 101335.
- Valencia-Arias, A., Agudelo Ceballos, E. J., Palacios-Moya, L., Londoño-Celis, W., Sanchez, K. I., Rodríguez-Correa, P. A., & Martínez Rojas, E. (2025). Factors influencing the sustainable entrepreneurial intention of university students

- from an emerging economy in Latin America: evidence from the theory of extended planned behavior. *Discover Sustainability*, 6(1), 428.
- Van Ness, R., Seifert, C., Marler, J., Wales, W., & Hughes, M. (2020). Proactive Entrepreneurs: Who Are They and How Are They Different? *The Journal of Entrepreneurship*, 29, 148-175.
- Yalçınıyigit, S., & Karaçay, G. (2025). A glimpse into employee proactive behavior: the followership perspective. *Current Psychology*, 1-25.
- Zheng, F., Zhao, C., Yasmin, F., & Sokolova, M. (2025). Hofstede's cultural dimensions and proactive behavior as the antecedents of entrepreneurial innovativeness. *Acta Psychologica*, 256, 104948.