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The role of greed avoidance and liveliness in shaping cultural intelligence: A facet-level analysis of personality traits

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ABSTRACT: This study examines the influence of two personality facets, specifically greed avoidance, a subdimension of honesty-humility, and liveliness, a subdimension of extraversion, on cultural intelligence (CQ) and its facets (metacognitive, cognitive, motivational, and behavioral). Using the HEXACO Personality Inventory, survey data reveal an intriguing pattern: while liveliness positively correlates with motivational and behavioral facets of CQ, greed avoidance shows a surprising negative relationship, suggesting potential barriers to cultural adaptability for individuals high in this trait. A gender analysis reveals no significant difference in these relationships between male and female respondents. The findings highlight how specific facets of honesty-humility and extraversion influence intercultural competence, with implications for developing tailored cross-cultural training and development. Future research is encouraged to validate and expand these insights across diverse populations.

KEYWORDS: cultural intelligence, greed avoidance, liveliness, HEXACO model, intercultural competence
JEL CODES: D91, M12, Y80

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1. Introduction

Cultural intelligence (CQ) can be defined as the ability to function effectively in culturally diverse environments and succeed within them (Ang et al. 2007). In today's increasingly internationalized and multicultural world, where interactions between people from different cultures are more common than in the past, CQ is a crucial factor in the success of individuals, companies, and other entities (Bećirović 2023). If a company operates in international markets or employs people from diverse nationalities and cultures, it must prioritize cultural intelligence. Its managers and employees must know how to deal with people from other cultures. A company's success, revenues, and profits will, at least to some extent, be limited without this knowledge (Jurásek – Wawrosz 2021; Livermore et al. 2022). Consequently, research has increasingly focused on identifying the factors enhancing CQ. If a company is able to strengthen them, its business success can increase (Mangla – Singh 2024).

Studies examine a range of influences, including international work-study programs, travel experiences, and previous interactions with foreign cultures or language proficiency (Koo Moon et al. 2012; Lee et al. 2019; Li et al. 2023; Jurasek – Wawrosz 2023), previous international experience, predeparture cross-cultural training, and cultural intelligence (CQ). Notably, the role of personality traits in shaping CQ has garnered particular attention. Research suggests that openness to experience shows the strongest correlation with CQ (Ang et al. 2006), while extraversion is also significantly linked to it (Presbitero 2016). Additional traits, such as humility, creativity, social intelligence, and prudence, are also strong predictors of CQ (Depaula et al. 2016). Personality traits are often investigated using HEXACO Personality Inventory (HEXACO-PI), introduced in the first decade of 21st century by Ashton and Lee (Ashton et al. 2000; Ashton – Lee 2001) which measures six personality factors (dimensions): Honesty-Humility (H), Emotionality (E), Extraversion (X), Agreeableness (A), Conscientiousness (C), and Openness to Experience (O). Each dimension contains 4 facets. Later, the model was revised (Lee – Ashton 2006) and developed into the so-called HEXACO Personality Inventory-Revised (HEXACO-PI-R). This instrument has two versions, with 200 and 100 items respectively.

Our article concentrates on two of the HEXACO subdimensions, specifically on greed avoidance (the subdimension of Honesty-Humility) and liveliness (the subdimension of extraversion). It researches how both factors, independently of each other, affect CQ. To the best of our knowledge, there is no other research that explores these relationships in detail, and this text can be seen as the first contribution to this topic. The article is organized as follows: Literature review gives insight into cultural intelligence, the HEXACO model, and the relationship between cultural intelligence and personal traits. The

next chapter, based on the literature review and other research, formulates hypotheses. The material and methods chapter shows how the hypotheses are tested. Results are presented and discussed in the subsequent chapters. The conclusion summarizes the main points.

2. Literature review

2.1. Cultural intelligence and its facets

Cultural Intelligence (CQ) is structured as a multifaceted trait comprising four facets (Ang et al. 2006; Van Dyne et al. 2012; Shu et al. 2017; Earley – Mosakowski 2023):

1. Metacognitive CQ: The capacity to obtain and comprehend cultural knowledge, along with awareness of appropriate behaviors and interpersonal interactions in diverse cultural settings. It represents a crucial dimension of cultural intelligence (CQ), as effective functioning within an unfamiliar cultural context necessitates integrating diverse informational patterns into a coherent conceptual framework, even when the precise structure of this framework is not yet fully understood.
2. Cognitive CQ: The grasp of general norms, practices, laws, rules, and regulations specific to foreign cultures. It may be conceptualized as the aggregate of an individual's knowledge and experience stored in memory that pertains to processes of cultural adaptation. Obtaining an understanding of a facet can be quite challenging, as comprehending unfamiliar cultures often requires reconsidering or revising pre-existing cognitive frameworks and assumptions about how individuals think, behave, and interact.
3. Behavioral CQ: The ability to exhibit suitable verbal and non-verbal behaviors in foreign cultural contexts, crucial for effective cross-cultural communication. This dimension posits that effective adaptation extends beyond possessing cognitive understanding, knowing what to do and how to do it, and beyond maintaining the motivational capacity to persist and invest effort. It further requires the capacity and willingness to translate this knowledge and motivation into contextually appropriate behaviors.
4. Motivational CQ: The drive and enthusiasm for learning about and functioning within foreign cultures (Quality Improvement Center for Workforce Development 2021). Generally, possessing information about how a particular cultural group perceives and interacts with the world is necessary but not sufficient. One must also possess the ability and motivation to apply this knowledge effectively, thereby generating responses that

> are appropriate within the given cultural context. These facets encompass characteristics that reflect both the effort and energy directed towards culturally appropriate behaviors (behavioral and motivational CQ) and the knowledge of suitable customs, speech, and institutions (metacognitive and cognitive CQ). All facets are interconnected and should be considered as an integrated whole. CQ manifests itself (Earley – Mosakowski 2004) in the mind (metacognitive and cognitive aspects), physical actions (behavioral aspect), and emotions (motivational aspect). The absence of any single facet means that the structure does not work effectively.

CQ is often classified (Ang – Van Dyne 2015) as an intangible resource and capability within an organization. This aligns with the resource-based view (RBV), which posits that a firm's sustained competitive advantage derives from heterogeneous resources and capabilities (Peng, 2017). Some studies (Yunlu et al. 2017; Yang et al. 2024) have shown that higher CQ is associated with higher curiosity, openness, creativity, and other factors that enhance the innovative potential of subject employees (De Haro – Vena 2025). Sternberg et al. (2022) even demonstrate that CQ is a distinct construct that is related to but not identical to general intelligence. CQ primarily focuses on the assimilation and application of experience-derived practical knowledge, emphasizing the learning utility of cross-cultural exposure over its volume. Functionally, elevated CQ translates to enhanced behavioral effectiveness, enabling individuals to more proficiently decode and adjust to diverse cultural environments (Alifuddin – Widodo 2022) understand, and adapt to cross-cultural contexts in order to change his or her self-capacity. Hence, this study explores the relationship between cultural intelligence and interpersonal communication, psychological capital (PsyCap. Furthermore, CQ has been empirically linked to positive personal outcomes, including a measured increase in life satisfaction (Jurasek – Wawrosz 2023).

2.2. The HEXACO model

The HEXACO model partially originates from the Big Five or Five Factor Model (B5/FFM), which, according to the literature (Goldberg 1993), comprises the following dimensions: Extraversion, Agreeableness, Conscientiousness, Emotional Stability (also referred to as Neuroticism), and Openness to Experience. As is mentioned (Ashton – Lee 2008), three of the HEXACO dimensions (Extraversion, Conscientiousness, and Openness to Experience) are essentially the same as their counterparts in the B5/FFM, but the other three (Honesty–Humility, Emotionality, and Agreeableness) differ in important respects from the Neuroticism and Agreeableness factors of the B5/FFM. Many papers highlight the

relevance of HEXACO's personal traits in understanding behavior and interpersonal dynamics. For example, Baiocco et al. (2017) found that lower Honesty/Humility, lower Conscientiousness, higher Emotionality, and higher Extraversion predict selfie-posting behaviors among adolescents and young adults. Međedović (2017) explored the profile of criminal offenders using the HEXACO traits and found that decreased levels of Honesty-Humility, Emotionality, Agreeableness, and Conscientiousness were associated with criminal behavior. Breevaart and De Vries (2017) discovered that subordinates perceive supervisors high on Agreeableness and Honesty-Humility as less abusive. Research by Ion et al. (2017) demonstrated that the HEXACO-PI-R personality inventory showed substantial cross-cultural invariance, with minor exceptions for the Honesty-Humility factor, across five diverse cultures: India (Hindi), Indonesia (Indonesian), Oman (Arabic), Romania (Romanian), and Thailand (Thai). Further support for the instrument's cross-cultural validity came from Thielmann et al. (2020), who found configural and metric invariance for the 100-item HEXACO-PI-R across 16 different language versions. These findings suggest that both the structure of the HEXACO measurement instruments and the underlying meaning of the HEXACO factors remain largely consistent across various cultures.

It was also identified (e.g., Ashton - Lee 2020) that the honesty/humility personality dimension is a superior predictor of various outcomes compared to other fundamental personality traits. These outcomes include the Dark Triad personality traits (narcissism, Machiavellianism, and psychopathy), as shown by Muris et al. (2017). Additionally, honesty/humility better predicts counterproductive workplace behavior (Pletzer et al. 2019). Heck et al. (2018) revealed stronger predictive power for dishonesty and cheating. Furthermore, research by Thielmann et al. (2017) and Zhao et al, (2016) demonstrated that honesty/humility more effectively predicts prosocial behavior than other personality dimensions. Generally, it can be stated that the HEXACO model demonstrates enhanced predictive power compared to the FFM. Various studies (Ashton – Lee 2008; Kajonius – Dåderman 2014) have found that the HEXACO model accounts for an additional 5% to 15% of explained variance across different outcome measures compared to the FFM.

2.3. The relationship between personality traits and cultural intelligence

Researchers generally agree that personality traits affect cultural intelligence (Yeke – Semerciöz 2016; Sousa et al. 2019). For instance, the success of global leaders is associated with empathy, open-mindedness, social initiative, emotional stability, and flexibility (Peltokorpi – Froese 2012; Froese – Peltokorpi 2013). Openness to experience has been identified as a key personality charac-

teristic related to a person's effectiveness in diverse cultural settings (Ang et al. 2006). As openness to experience increases, so does the level of cultural intelligence. Individuals with higher openness tend to be more enthusiastic about engaging with and understanding people from diverse cultural backgrounds, particularly in professional settings where they encounter colleagues from different cultures. Similarly, curiosity is a strong predictor of CQ (Saini 2018) and social flexibility (Linville 2012). However, the research (Lawler 2015) did not confirm the hypothesis that emotional intelligence, and more specifically the skill of empathy, would serve a mediating role in the relationship between the personality trait openness to experience and cultural intelligence.

According to İşleyen and Doğan (2021), who investigated 289 employees working in multinational companies with a multicultural structure operating in the information technology area in Germany, conscientiousness is the second personality trait that significantly influences cultural intelligence. Highly conscientious individuals are characterized by reliability, responsibility, self-discipline, and a drive for achievement. These qualities enable them to keenly observe, effectively communicate, and interact with people from diverse cultural backgrounds. Another investigated trait is extraversion. Extraverted individuals typically possess high levels of self-confidence and social aptitude. Consequently, they tend to establish communication with people from different cultures more readily and adapt more easily to multicultural environments. Thus, they will more frequently interact with their expatriate colleagues and have better task performance in multicultural contexts (Jannesari et al. 2021). The study by Çirak Karadağ (2022), which examined a sample of Turkish students, also found that extroversion predicts the willingness to study abroad.

Shu et al. (2017) concentrate on the impact of honesty-humility (H-H), investigating how either H-H or each CQ facet affect general and interaction adjustment (according to the research, H-H does not affect it, and only the cognitive and motivational facet of CQ does), but the study does not research the relationship between H-H and CQ. As already mentioned in the Introduction, we did not find any research directly exploring how either H-H or liveliness (LVL) affect CQ.

3. Hypotheses

3.1. Hypotheses concerning greed avoidance

Honesty-humility (H-H) reflects sincerity, fairness, modesty, and a lack of greed. People high in this factor tend to be honest, straightforward, and uninterested in manipulating or taking advantage of others (Ashton – Lee 2005). As was proven by

Janse van Rensenburg (2019) H-H is a robust predictor of integrity-related behavior. Similarly, Olexová and Sudzina (2019) found that H-H significantly influences individuals' willingness to pay taxes. Greed avoidance (GA) is a subdimension of the H-H factor. It relates to an individual's inclination to avoid exploiting others for personal gain, displaying fairness, sincerity, and an honest approach in their interactions. GA is a crucial dimension in understanding human behavior, particularly in the context of ethical decision-making and interpersonal relationships (Ashton et al. 2014). Arad (2014) explored the belief that asking for too much in uncertain situations might lead to negative outcomes, resulting in individuals irrationally forgoing the "greedy" option. Jiang et al. (2020) found that anomie, the perception of social disorder, was positively associated with greed. Helzer and Rosenzweig (2020) showed that perceptions of greed were influenced not only by the insatiability of desires but also by the harm caused to others.

We expect, based on the above-mentioned argument, that the relationship between GA, as a subdimension of H-H, on the one hand, and CQ and its facets on the other hand, is positive. Individuals who score higher on H-H, particularly in terms of their tendency to avoid greed or self-serving behaviors, are more likely to possess higher levels of cultural intelligence, including its various facets. This assumption comes from the idea that individuals with a strong inclination towards honesty, fairness, and modesty are more likely to exhibit characteristics that align with cultural intelligence. These characteristics may include a greater openness to understanding and respecting diverse cultural perspectives, a willingness to adapt and learn from different cultural contexts, and an ability to effectively navigate intercultural interactions. They are often more ethically oriented and less inclined to engage in behaviors motivated solely by personal gain or self-interest. This ethical orientation may encourage them to seek a deeper understanding of different cultures and demonstrate respect for diverse perspectives. Thus, there is a positive relationship between GA and

H1: cultural intelligence.
H1a: metacognitive CQ.
H1b: cognitive CQ.
H1c: motivational CQ.
H1d: behavioral CQ.

3.2. Hypotheses concerning liveliness

Extraversion (X) represents sociability, liveliness, active participation in social activities, and talkativeness. People high in X are outgoing, enthusiastic, and enjoy social interactions (Eaves – Eysenck 1975). LVL, as a subdimension of X, refers to the degree to which an individual is enthusiastic, energetic, and ani-

mated in their social interactions and approach to life. People high in LVL tend to exhibit traits such as being lively and spirited in their social interactions. They often enjoy socializing, are energetic, and have an exuberant demeanor (Korner 2000). Herringer (1998) found that facets of X, such as positive emotion and assertiveness, were strongly related to life satisfaction, with notable gender differences in the importance attributed to these facets. Watson and Clark (1997) highlighted that X involves successful adaptation through satisfying interpersonal relationships and positive affective experiences. Magnus et al. (1993) found that X predisposed individuals to experience more positive objective life events. Finally, Wilmot et al. (2019) conducted a quantitative review and synthesis of meta-analytic evidence, demonstrating that X has a small but persistent advantage in the workplace, with positive effects on motivation, emotions, interpersonal relationships, and performance.

Concerning the relationship between X and CQ, we expect, based on the previous research (see Literature Review section), a positive one. One of the most compelling aspects of this relationship is the significant boost it provides to communication skills in cross-cultural contexts. Extraverts, characterized by their talkative and expressive nature, excel in initiating and maintaining conversations. Rutter et al. (1972) found that extroverts looked at others more frequently and spoke more often than introverts during conversations. This quality becomes particularly valuable in facilitating effective communication with individuals from diverse cultural backgrounds. The ability to bridge language and cultural barriers by confidently engaging in dialogues is a vital component of CQ. Extraverts' communication prowess can foster better understanding, leading to richer and more productive intercultural interactions.

Another captivating aspect is the heightened adaptability and openness that extroverts exhibit. They tend to be more willing to embrace change and explore unfamiliar territory, making them well-suited for the challenges of cross-cultural encounters. Extraverts' flexibility and receptivity to novel experiences translate into a deeper willingness to learn about and embrace different cultural norms and practices. This adaptability not only enriches their CQ but also contributes to a more harmonious and inclusive atmosphere in multicultural settings, where adaptability is key to navigating diverse cultural landscapes. Moreover, extraverts show inherently positive attitude and enthusiasm, even in the face of challenges (Smillie et al. 2015). These aspects of extraversion, especially its liveliness dimension, enhance cultural intelligence by facilitating effective communication, promoting adaptability and openness, and infusing cross-cultural encounters with a positive and enthusiastic outlook. Generally, there is a positive relationship between LVL and

H2: CQ.

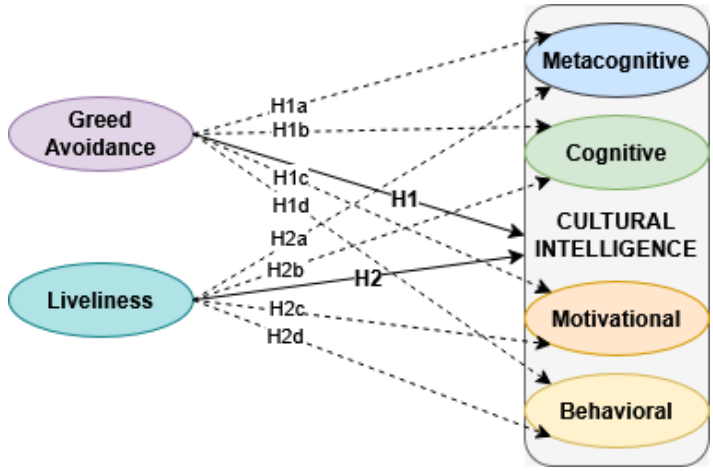
H2a: metacognitive CQ.

H2b: cognitive CQ.
H2c: motivational CQ.
H2d: behavioral CQ.

3.3. The conceptual model

The conceptual model examining the hypothesized relationships between the above-mentioned variables is illustrated in Figure 1.

Figure 1. Suggested relationships between greed avoidance and liveliness on the one hand and cultural intelligence on the other hand



Source: authors

4. Materials and methods

The hypotheses were tested using a questionnaire administered to university students in the Czech Republic. The target group was students studying economic and management programs (such as business management, business administration, or marketing communication) at a public university (Faculty of Economics and Management, Czech University of Life Science) and a private university (Faculty of Economic Studies, University of Finance and Administration). All programs were taught either in Czech or English at both universities. Students from both the first and second university often come from post-Soviet or post-socialist countries, including China. Their Czech or English is not yet perfect, although they are studying the program, and it is expected that their language knowledge

will be fluent. The questionnaire was, therefore, prepared in four language versions (Czech, English, Russian, and Chinese) to guarantee the understandability of all questions. The questionnaire was sent, based on internal documents of both universities (i.e., their email address in the universities information systems) to all students of the above-mentioned programs (business management, both in Czech and English, is studied at both universities, business administration, both in Czech and English, at the public one, and business administration, both in Czech and English, at the private one) in the winter term of the academic year 2024/2025 (October). The deadline for filling in the questionnaire was one month. One week before the deadline, a reminder was sent. The students were not required to complete the questionnaire at all. The response rate was, thus, relatively small, below 10%.

In Czech, 218 respondents completed the questionnaire, 77 respondents chose Russian, 36 chose English, and 31 respondents filled out the Chinese language version. A total of 362 responses were thus analyzed. The number of students filling out a specific version corresponds to the number of all students at both universities whose native language is the language of the questionnaire (e.g., the lowest number of all students at both universities has Chinese as their native language, thus the number of questionnaires in Chinese is the lowest). The questionnaire does not contain questions about the exact ages of the students, their circumstances, or whether they are local or foreign, among other details. But generally, based on the data of all students studying at both universities, the majority are between 20 and 30 years old. If they fill out the questionnaire in Czech, they are almost certainly native Czech speakers. The same for the Chinese. The students filling out the questionnaire in English almost certainly come from a country where English is not the native language. In the case of Russian, they come almost certainly from a post-Soviet republic.

The study employed the 20-item Cultural Intelligence scale developed by Ang et al., which encompasses metacognitive CQ, cognitive CQ, motivational CQ, and behavioral CQ. Respondents rated all items on a 7-point Likert scale (1 = strongly disagree, 7 = strongly agree). Higher scores indicate a greater ability to adapt to new cultures, understand local customs, and interact effectively in cultures different from their own (Lin et al. 2012). Cronbach's alpha coefficients for Metacognitive CQ, Cognitive CQ, Motivational CQ, and Behavioral CQ ranged from 0.737 to 0.864. The Cronbach's alpha for the overall CQ total was 0.719. These reliability values are consistent with those reported by several studies (Ang et al. 2007; Lin et al. 2012).

Based on the recommendation Lee and Ashton (2018), the HEXACO-100 was used for the investigations of GA and LVL. Example items are "I would get a lot of pleasure from owning expensive luxury goods" (GA) and "People often tell me that I should try to cheer up" (LVL). Respondents rated each item on a 1 to 5 point

scale (1 = strongly disagree, 2 = disagree, 3 = neutral [neither agree nor disagree], 4 = agree, and 5 = strongly agree). The Cronbach's alpha was 0.791 (for the GA), 0.754 (for the LVL), composite reliability was 0.844 (for GA), and 0.767 (for LVL), indicating high internal consistency. The AVE for both GA (0.566) and LVL (0.510) constructs exceeded 0.50, indicating good convergent validity. Similar to another study (Vlajčić et al. 2019), statistical analysis in this study utilized SmartPLS 4.

5. Results

5.1. CQ as higher order construct (HOC)

In the first step, the reflective measurement model was evaluated, where the cultural intelligence construct is treated as a higher-order construct (HOC). The metacognitive (MC), cognitive (COG), motivational (MOT) and behavioral (BEH) facets act as lower-order constructs (LOCs). The values of the outer loadings for all indicators in the reflective model range from 0.654 to 0.878. All of these values, except for one (for the lower-order latent construct COG = 0.654), meet the recommended criterion and are greater than 0.7. CQ construct satisfies the levels of convergent validity (AVE = 0.541) and internal consistency reliability (composite reliability = 0.759, Cronbach's alpha = 0.719). These internal consistency reliability results are above the commonly recommended threshold of 0.7 (Hair 2024).

In the next step, the discriminant validity between the LOCs (MC, COG, MOT and BEH) is investigated using the HTMT values with their 95% bias-corrected and accelerated (BCa) bootstrap confidence intervals. The results indicate appropriate discriminant validity between CQ and the constructs of GA, since the HTMT values of 0.329 and 0.170 are below the conservative threshold of 0.85. However, discriminant validity between CQ facets and CQ cannot be established, as the measurement model of the HOC replicates the indicators of its LOCs.

The antecedent construct GA (see Table 1) has a negative effect on CQ ($\beta = -0.278$, $p = 0.000$), and the antecedent construct LVL has a positive effect on CQ ($\beta = 0.150$, $p = 0.023$). The R^2 value of the endogenous latent variable CQ is relatively small (0.093). Because the relationship between the two variables, GA and cultural intelligence, is negative, contrary to the assumption, H1 was not confirmed by the data. The data supported the hypothesis H2.

Table 1. Path Coefficients – mean, standard deviation, t-values, p-values

	Original sample (O)	STDEV	T statistic	P value
Cultural intelligence → BEH	0.761	0.031	24.585	0.000
Cultural intelligence → COG	0.603	0.049	12.296	0.000
Cultural intelligence → MC	0.741	0.030	24.506	0.000
Cultural intelligence → MOT	0.816	0.024	33.995	0.000
H1: Greed Avoidance → Cultural intelligence	-0.278	0.047	5.965	0.000
H2: Liveliness → Cultural intelligence	0.150	0.055	2.742	0.006

Source: authors

5.2. Facets of CQ

The results for the measurement model (constructed as a direct effect of GA and LVL on the facets of CQ) were evaluated, including outer loadings, composite reliability, Cronbach's alpha, average variance extracted (AVE), and discriminant validity. The majority of outer loadings for all constructs are well above the threshold value of 0.7, indicating satisfactory levels of indicator reliability. All indicators with outer loadings below 0.4 were removed. Indicators with outer loadings between 0.4 and 0.7 were retained only if the measure of average variance extracted (AVE) exceeded 0.5.

As Table 2 shows, the constructs' composite reliability values exceed the common minimum threshold level (i.e., 0.7). With values of 0.803 (MC), 0.737 (COG), 0.864 (BEH), 0.862 (MOT), 0.791 (GA), 0.754 (LVL), all these constructs have high levels of internal consistency and reliability. The table also shows that all Cronbach's alpha values exceed the recommended threshold of 0.7. Convergent validity assessment is based on the AVE values. All AVE values (besides the COG construct) are well above the required minimum level of 0.5. Thus, these constructs have high levels of convergent validity. An AVE value of 0.5 or higher indicates that, on average, the construct explains more than half of the variance of its indicators.

Table 2. Construct reliability and validity

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
BEH	0.864	0.873	0.850	0.542
COG	0.737	0.793	0.739	0.500
Greed Avoidance	0.791	0.844	0.788	0.566
Liveliness	0.754	0.767	0.755	0.510
MC	0.803	0.816	0.801	0.506
MOT	0.862	0.868	0.859	0.552

Source: authors

The Fornell-Larcker criterion was also used to assess discriminant validity, which involves ascertaining whether the Average Variance Extracted (AVE) exceeds the squared correlation with any other construct. Table 3 displays the outcomes of the Fornell-Larcker criterion evaluation. It features the square root of AVE values along the diagonal and presents the correlations between constructs in the off-diagonal cells. In all cases, the square roots of the AVEs for the constructs surpass their correlations with other latent variables in the path model, affirming the validity of all constructs as distinct concepts.

Table 3. Fornell-Larcker criterion

	BEH	COG	Greed Avoidance	Liveliness	MC	MOT
BEH	0.736					
COG	0.363	0.707				
Greed Avoidance	-0.180	-0.267	0.752			
Liveliness	0.152	-0.071	0.129	0.714		
MC	0.477	0.435	-0.208	0.096	0.712	
MOT	0.511	0.435	-0.298	0.157	0.539	0.743

Source: authors

Table 4 summarizes the results of the measurement model assessment. As can be seen, all model evaluation criteria (except for a few loading indicators) have been met, providing good support for the measures' reliability and validity.

Table 4. Convergent and discriminant validity, VIF – Results

Latent variable (second order)	Indicator	Convergent validity			Internal consistency reliability		Discriminant validity	VIF
		Loadings	Indicator reliability	AVE	Composite reliability	Cronbach's Alpha	HTMT confidence interval does not include 1	
		>0.70	>0.50	>0.50	0.60-0.90	0.60-0.90		
Greed Avoidance	**HEX42R (GA_1)**	0.960	0.923	0.566	0.844	0.791	Yes	1.514
	HEX66R (GR_2)	0.684	0.468					1.490
	HEX90R (GA_3)	0.554	0.307					1.762
Liveliness	**HEX46 (LIV_1)**	0.702	0.493	0.51	0.767	0.754	Yes	1.569
	HEX70R (LIV_2)	0.809	0.654					1.835
	HEX94R (LIV_3)	0.618	0.381					1.569
Meta-cognitive	**MC1**	0.536	0.288	0.506	0.816	0.803	Yes	1.835
	MC2	0.729	0.531					1.489
	MC3	0.808	0.653					2.031
	MC4	0.744	0.554					1.462
Cognitive	**COG1**	0.485	0.235	0.5	0.793	0.737	Yes	1.418
	COG4	0.894	0.799					1.509
	COG6	0.683	0.467					1.460
Behavioral	**BEH1**	0.777	0.604	0.552	0.868	0.862	Yes	1.912
	BEH2	0.782	0.612					1.833
	BEH3	0.755	0.571					2.036
	BEH4	0.437	0.191					2.375
	BEH5	0.856	0.733					2.158
Motivational	**MOT1**	0.841	0.708	0.542	0.873	0.864	Yes	1.840
	MOT2	0.638	0.407					2.060
	MOT3	0.635	0.404					1.928
	MOT4	0.815	0.663					2.085
	MOT5	0.760	0.578					1.873

Note: the values highlighted in red do not meet the recommended criteria

Source: authors

Once it is confirmed that the construct measures are reliable and valid, the next step involves assessing the structural model results. First, the structural model underwent an assessment for collinearity, as the path coefficients could be affected if there are substantial levels of collinearity among the predictor constructs. The estimation of path coefficients in the structural models relies on ordinary least squares (OLS) regressions of each endogenous latent variable on its corresponding antecedent constructs. Table 4 shows the VIF values of the outer model. Assessing collinearity in the inner model (i.e., all combinations of endogenous constructs and corresponding exogenous (predictor) constructs, the VIF values are equal to 1.011, which are clearly below the threshold of 5. Therefore, collinearity among the predictor constructs is not a critical issue in the structural model.

Then, the R^2 values of the endogenous latent variables were examined. Following the values mentioned by (Hair et al. 2019), the of MC (0.33), COG (0.043), MOT (0.084), BEH (0.044) are very low and weak. However, in this regard, the influence of exogenous variables (GA and LVL) on the facets of cultural intelligence is more interesting. From the results, it is evident that the coefficients of determination (measuring the predictive power of the model) show that the combined effects of exogenous variables (i.e., GA and LVL) are the greatest for MOT CQ, followed by BEH CQ, COG CQ, and MC CQ. In addition to assessing values, we also examined the effect size , which measures the change in the value when a particular exogenous construct is excluded from the model. This evaluation helps determine whether the omitted construct has a substantial impact on the endogenous constructs or not. Following the guidelines for assessing f^2 (Hair et al. 2019),, the results show small effects (GA→MC: 0.034, GA→COG: 0.048, GA→MOT: 0.080, GA→BEH: 0.030; LIV→MOT: 0.026, LIV→BEH: 0.021). No effect size for LIV→MC and LIV→COG was found.

Assuming a 5% significance level, all relationships in the structural model were found to be significant except LVL → MC ($p = 0.144$) and LVL → COG ($p = 0.627$) (see Table 5). The path coefficients represent hypothesized relationships among constructs. They have standardized values approximately between -1 and +1 (estimated path coefficients close to +1 represent strong positive relationships and vice versa for negative values). The closer the statistically significant estimated coefficients are to 0, the weaker the relationships. As shown in Table 5, the relationship between GA and all facets of CQ is surprisingly negative (MC: $\beta = -0.182$, COG: $\beta = -0.215$, MOT: $\beta = -0.271$, BEH: $\beta = -0.169$). There is a statistically significant positive relationship between LVL and two facets of CQ (MOT: $\beta = 0.156$, BEH: $\beta = 0.142$).

Table 5: Path coefficients – Bootstrapping results

	Original sample (O)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P value	95% confidence intervals	Significance, (p < 0.05)
H1a: Greed Avoidance → MC	-0.182	0.052	3.509	0.000	[-0.286; -0.081]	yes
H1b: Greed Avoidance → COG	-0.215	0.053	4.047	0.000	[-0.326; -0.118]	yes
H1c: Greed Avoidance → MOT	-0.271	0.045	6.035	0.000	[-0.362; -0.187]	yes
H1d: Greed Avoidance → BEH	-0.169	0.057	2.942	0.003	[-0.276; -0.057]	yes
H2a: Liveliness → MC	0.095	0.065	1.461	0.144	[-0.034; 0.218]	no
H2b: Liveliness → COG	-0.033	0.068	0.485	0.627	[-0.158; 0.10]	no
H2c: Liveliness → MOT	0.156	0.058	2.698	0.007	[0.035; 0.262]	yes
H2d: Liveliness → BEH	0.142	0.063	2.247	0.025	[-0.001; 0.258]	yes

Source: authors

The data did not confirm the expected positive relationship between GA and CQ (and its facets). Although a statistically significant relationship was found between the two constructs, it was surprisingly negative, not positive. We further found a significant positive relationship between LVL and two CQ facets, specifically between Motivation (MC) and Cognitive CQ. The results of the study supported only hypotheses H2c and H2d.

6. Discussion

6.1. Possible explanations of the results - GA

The data analysis results reveal that greed avoidance (GA) has a negative effect on cultural intelligence (CQ) (β = -0.284, p = 0.000), whereas another predictor, liveliness (LVL), positively influences CQ (β = 0.143, p = 0.023). This finding is unexpected. Nevertheless, this relationship can be understood from several theoretical perspectives and supported by research insights on personality and adaptability. Firstly, some studies (Seuntjens et al. 2015; Hoyer et al. 2024) suggest

that greed drives productivity, economic growth, and adaptive behaviors that are beneficial for survival. Then, the focus on humility and modesty in high GA individuals may lessen their drive to assertively pursue cross-cultural experiences or seek understanding in new cultural settings. Those with high GA may lack some extrinsic motivation that could encourage rapid adaptation to new cultures. Secondly, people with higher GA may exhibit greater risk aversion, as they can prioritize stability over personal advancement or exploration. CQ development, however, often requires stepping out of one's comfort zone, taking risks, and engaging with unfamiliar cultural norms and practices (Presbitero 2016). Consequently, the cautious approach of high GA individuals may hinder their willingness to engage with novel cultural contexts or embrace new experiences that could enhance their CQ. Thirdly, individuals low in GA, who are more open to enjoying wealth and privilege, may also be more inclined to pursue opportunities that involve diverse cultural exposure, such as international travel, cross-cultural business, or networking. High GA individuals, on the other hand, may prioritize personal values over such exposure, which limits their opportunities to develop CQ. Limited exposure reduces their chances of cultivating curiosity and adaptability, i.e., qualities essential for building CQ (Ang et al. 2006). It is important to note that the relationships between these two constructs are complex and multifaceted. Several factors can impact an individual's ability to adapt to various cultural contexts, including upbringing, education, exposure to diverse environments, and personal experiences. Therefore, while the interpretation provides a valid generalization, individual differences and other factors must also be considered when assessing cultural adaptability and intelligence. Our study concentrated only on two personal sub-traits, both parts of a broadly defined term. We investigated only how the traits affect CQ and did not consider any relationship between these two traits. It is possible that the values of LVL could indirectly affect the values of GA. Or, that a positive relationship between LVL and CQ suppresses a negative relationship between GA and CQ. This negative relationship can also have no or only minimal effect on the positive relationship between the superior trait and GA, i.e., H-H.

6.2. Possible explanations of the results - LVL

The study further reveals that liveliness (LVL) has a positive influence on CQ ($\beta = 0.143$, $p = 0.023$). This relationship can be explained and justified in several ways. LVL reflects a person's enthusiasm for life and an openness to new experiences and challenges. Individuals high in LVL tend to be curious, adventurous, and willing to explore new environments and cultures. Openness can contribute to a greater interest in and understanding of different cultural contexts (Chen et al.

2024). Furthermore, lively individuals are often socially outgoing and comfortable in social interactions. They may excel in building rapport and forming relationships with individuals from various cultural backgrounds. This social ease can facilitate cross-cultural communication and empathy, both essential components of CQ. LVL is also associated with a generally positive and optimistic outlook on life. For instance, liveliness emerged as the only facet with a direct positive correlation to engagement (Albrecht – Marty 2020). Optimistic individuals are more likely to approach cultural differences with a constructive mindset. They may view challenges as opportunities for growth and learning rather than as obstacles, which can contribute to higher cultural intelligence. Besides, lively individuals may be less inclined to rely on stereotypes or preconceived notions when interacting with individuals from other cultures. Their open-mindedness and curiosity can lead them to seek deeper understanding and resist making snap judgments about people from different backgrounds. Last but not least, people high in LVL often have a strong desire to learn and acquire new knowledge. When exposed to diverse cultural experiences, they are more likely to actively seek information, engage in cross-cultural training, and immerse themselves in the culture, all of which can enhance their cultural intelligence.

6.3. Limitations

The text has, of course, its limits. One aspect that we did not investigate, whether there is a relationship between the two traits, is mentioned in Section 6.1. We further used self-reported questionnaires to obtain our data. This method may reduce data reliability (Afsar et al. 2019). Another disadvantage can be imprecise or invalid responses from some "jokesters" (Creswell – Creswell 2023). Our data is collected from a single source of information. This can lead to the so-called common method bias (Korzilius et al. 2017; Gabel-Shemueli et al. 2019). Following the example of a study (Ng et al. 2019), future research should include multiple measurement methods, encompassing both self-assessment and assessments by others (such as behavioral observations, reports from instructors, managers, or colleagues) to avoid potential biases in results stemming from self-assessment, as described by Kruger and Dunning (1999). Our examined relationship should be confirmed by testing different (geographically dispersed) sample groups so that the results of this research can be generalized. The participants for the study were selected from a university setting, which can complicate the generalization of the obtained results to other basic samples and countries (Engle – Nash 2016). The study analyzes data collected at a specific point in time. This largely represents a limiting factor in the research; furthermore, it is not possible to determine causality with full precision (Afsar et al. 2019). For this

reason, longitudinal studies could further support the research results and, with greater authority, confirm the causal effects of the examined model.

7. Conclusion

Our results did not reveal a positive relationship between GA and CQ, nor its facets. On the other hand, a significant negative relationship was found. We further confirmed that LVL has a positive effect on CQ, as well as its motivational and behavioral facets. We did not find any other research investigating how GA and LVL contribute to CQ. Our results can serve as a starting point for other investigations. It is essential in future research to explore the relationships between CQ facets and other factors measured by the HEXACO-PI model (such as GA and LVL). This investigation has the potential to uncover additional insights into the antecedents of CQ and how they interact with the target construct CQ. Understanding the role of these specific HEXACO facets, especially in the context of cross-cultural adaptation, can contribute to a more comprehensive understanding of how personality traits influence one's ability to adapt to diverse cultural settings.

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Ethical approval and informed consent statements: Ethical approval was waived for this study. The study is in accordance with Czech law and internal regulations of the Czech University of Life Science since both demand no ethical approval for this type of research project. The participants of the questionnaire received the email with the questionnaire link and a kind request to voluntarily participate. If they filled out the questionnaire form, they voluntarily agreed to the request. The identity of the respondents was fully anonymized, the authors do not know them, and the participation was not connected with any reward, including receiving a university credit or grade.
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