





## Impact of Hofstede's Cultural Dimensions on Sustainable Performance: The Moderating Role of Proactive Personality

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### ABSTRACT

The purpose of the present study, is to examine the impact of Hofstede cultural values on sustainable performance in public sector in Jordan. Specifically, the study is testing the mechanism the moderating role of proactive personality between Hofstede cultural values and sustainable performance. The study sample consist of 430 respondents from different public organizations in Jordan. For testing the main, sub, and moderation hypotheses the study used PLS software. The results found that Hofstede cultural values dimensions (low power distance and Indulgence) has a positive effect on sustainable performance dimensions (social performance and environmental performance), also the study found that proactive personality moderate the relationship between Hofstede cultural values and sustainable performance.

**Keywords:** Low Power Distance, Indulgence, Social Performance, Environmental Performance, Jordan, Public Sector

### INTRODUCTION

From the business perspective there is a relentless push against organizations to weave sustainability as an integral part of their structures and everyday processes. As consumer consciousness escalates (and consumer demands ramp up and production shortages tighten), businesses must move out of a narrow bottom-line perspective and address the entire context: their environmental, social and economic footprints (Peretz, 2024). A pressure that resounds everywhere from sectors transforming corporate-social-responsibility norms to spaces for innovation, to reshaping the company culture (Ichdan & Maryani 2024; Zhu et al., 2022). Using performance as a preference fails to see it as essential to strategy, one that locks in long-term competitiveness and the continued vigour of sustainability itself (Núñez-Ríos & Sánchez-García 2024). Although sustainability is a common concept, the degree of applicability and adoption for this idea greatly depends on individual country and firm aspects (Basheer et al., 2024). One of the least familiar but most important factors contributing to differences in this area is national culture. Geert Hofstede's cultural dimensions provides a robust framework through which to examine differences this way in understanding how values and practices shape self-organization and self-actions and values of behaviour are embedded in organizations (YE & YAN, 2024). Values have significant impacts on awareness, reception, and implementation of sustainability practices in an organisation (Peretz, 2024). Cultural tendencies will

highlight some aspects of sustainability more than others or may construct environmental and social issues as having different levels of meaning and the kind of society that will react differently to them. For example, high individualism cultures tend towards a focus on individual responsibility, while high collectivism cultures can encourage collective environmental stewardship. After the determinants personal dispositions seem to be crucial levers for organizations changing and aiming to perform better (Johari et al., 2022)—most of all a proactive personality disposition. Those who are proactive tend to perceive openings identify opportunities and continue to maintain their drive for change until the desired changes take place, despite their setbacks (Mubarak et al. 2021). Their a very large-scale consideration of socio-economic variables can be done with a comprehensive approach that helps organizational resilience and advances environmental good through understanding how these cultural contexts influence the articulation and success of a willing lifestyle/personality towards sustainability. Sustainable public-sector performance is not ticking box numbers; it's a complicated patchwork quilt of results that go far beyond traditional financial categories. It requires a juggling act — putting economic efficiency to work alongside social equity and environmental responsibility, while maintaining the provision of key services and guiding policy. In this context, public-value theory provides a basis to develop public-private partnerships when grappling with, and balancing a complex interplay of, performance and business strategy, particularly when the difficult task of achieving sustainable development (Esposito & Dicorato, 2020). From this perspective one may recognize that mixed-owned firms are entwined in a lattice of performance imperatives each thread pulling toward outcomes that in principle work towards the common good (Esposito & Dicorato 2020). The phenomenon of measuring and guiding performance in the spirit of public management reforms has been seen as a flagship position, seen as paving a pathway towards organisational efficacy (Garengo & Sardi 2020). But while they were designed to enhance transparency and accountability, these frameworks can trigger cascading effects that require intentional governance (de Bruijn, 2002). Public agencies of the 21st century have to make sweeping reforms in order to improve services, staff development, and respond more effectively to the needs of stakeholders. Change in public services as the result of political, economic and technological development is a challenge and has to be dealt with with a sensitivity (Enang et al., 2020). Jordan's public sector has the challenge associated with integrating green practices in all its operating sectors, and this can mean sustainable performance outcomes are delayed (Mousa & Othman, 2020). Notably, organizational culture plays an important role in shaping worker actions on sustainability (Yusliza et al, 2020). Existing studies look the effect of Hofstede dimensions on environmental performance, innovation performance, sustainable development, and corporate social responsibility (Huang et al, 2024; Barbosa, Ramirez, & Paramo, 2022; Sedita, Blasi & Yang, 2022; Tehrani et al, 2021), whilst this research examines the impact of Hofstede's cultural dimensions on sustainable performance in Jordan. Moreover, Poulouva et al (2024) recommended that the next research can carry out more cross-cultural comparison studies among other multicultural countries besides this, they also suggested future research may study the moderating effect of proactive personality. Albloush et al (2020) reported that *Wasta* contributes to poor job performance in the Public Sector of Jordan. *Wasta* is an Arabic word primarily used in Arab countries, which means interference of an influential individual or a high official in giving or granting a job or promotion to someone who does not deserve the position. *Wasta* is very close to the six dimensions of Hofstede cultural dimensions which is Indulgence versus Restraint. In addition, Aleqedat et al (2024) research addresses the influence of Low power distance on performance. Accordingly, they recommend to investigate in non-financial companies for more studies to serve as a material for literature and development in the context of Jordan. Also, Aleqedat 's (2021) research indicated that indulgence effects enhance the performance and that future researches should be conducted looking at the performance in Jordan perspective. Moreover, Almajali et al (2025) state that competitive advantage completely mediates the relationship between business intelligence and organizational performance and OP. Also, Alarabiat, Alayed, and Awamleh (2025) indicate that green innovation strategies have directly enhanced corporate performance, the findings provide clear evidence that integrating green innovation is practical solution for achieving long-term sustainability. As a result of the discussion above, this paper examines the moderating role of proactive personality in the relationship between Hofstede's cultural dimensions (low power distance and indulgence) and sustainable performance (social performance and environmental performance) of public sector in the Jordanian context.

## LITERATURE REVIEW AND RESEARCH HYPOTHESIS DEVELOPMENT

### Hofstede's Cultural Dimensions: Introduction and Applications

The Cultural Dimensions model developed by Hofstede is a solid theoretical underpinning in the description of national culture differences and their impact on organizational and individual actions in a variety of fields (Ye & Yan, 2024). It offers a quantitative view of cross-cultural comparison, starting with anecdotal accounts and ending with formalised analyses. It is applicable in any field, from international business to human resources, as a

lens for perceiving intercultural dynamics (Ye & Yan, 2024). The model helps account for observed differences in work values, communication, decision-making as reported cross-culturally. First consisting of four dimensions, Hofstede's model developed over the years to cover six distinct dimensions of culture. These are the Power Distance, an indicator of how significantly less powerful members of organizations accept and expect that power is distributed unequally; Individualism vs Collectivism, the measure as to whether individuals value the pursuit of individual goals and autonomy or group harmony and interdependence; Masculinity Vs Femininity, a measure in which societies are pitted against one another depending on whether achievement, heroism, assertiveness, and material rewards are admired (masculinity) or cooperation, modesty, concern for the weak, and quality of life (femininity) (Tehrani et al., 2021); Uncertainty Avoidance, assessing the degree to which we dislike ambiguity and unstructured situations within the society; Long-Term vs Short-Term Orientation, measuring how much we care about tradition and traditional values vs. pragmatic and forward thinking activities; and Indulgence versus Restraint, measuring the extent to which a society permits or denies relatively free gratification of basic and natural human needs in relation to living well and enjoying leisure, as well as resisting need gratification in a social context and regulating it through social norms. Such dimensions are more than just thorough typology for the study of culture (YE & YAN, 2024) .

Performance that is Sustainable at Organization level. Sustainable performance is about how well the company can meet today's needs, while at the same time, future generations won't have to wait for generations to reach the same level of need. It is more than an interstitial aspect of environmental compliance, it is an embedded process that interweaves economic growth, social justice, environmental conservation in the DNA of "business as usual" (Damtoft et al., 2024). The long-term vision needs such vision and on-going commitment to improvement in organizational activity in all areas (Núñez-Ríos & Sánchez-García, 2024). Sustainable performance is a multi-layer process, requiring the mindful consideration of multiple internal and external factors. Al-Okaily et al (2024) posit that organizational performance is significantly and negatively affected by organizational politics, and inversely and positively affected by individual performance. Furthermore, they show that individual performance has mediated the relationship between organizational politics and organizational performance. Moreover, according to Khraim (2024), dynamic marketing capabilities significantly impact Jordanian startup performance where both dimensions (potential absorptive capacity and realized absorptive capacity) demonstrated a significant impact on startup performance. Furthermore, AlNawafleh et al (2022) demonstrated that electronic human resources management had a significant influence on labor productivity and sustainability performance, and that labor productivity positively affects sustainability performance. Also, it determined that labor productivity had a significant mediate effect on the relationship between E-HRM and sustainability performance. In concluding, organizational agility moderates the relationship between electronic human resources management and the path of sustainability performance in the Jordanian public universities. Furthermore, Megdadi et al (2025) posit a statistically significant effect of the human capital on organizational performance as well as, a partial relationship between work quality as a mediator variable of human capital and Organizational Performance.

### **Defining Sustainable Performance: Economic, Social, and Environmental Metrics**

Sustainability and performance are often articulated using triple-bottom-line perspectives that unify the social and environmental vectors. Meanwhile the attention turns to the ability to stay profitable – spur innovation and ensure long-term financial health – measured in terms of return on investment, revenue growth (from sustainable products), overall operational efficiency (Damtoft et al., 2024). Simply put, social sustainability is really about fair labor practices, community involvement, staff wellbeing and human rights. It indicates progress in employee satisfaction metrics, diversity metrics, and community investment (Ichdan & Maryani 2024). Environmental sustainability, on the other hand, seeks to shrink the footprint protect natural resources and cut pollution with measurement by metrics such as carbon emissions, waste-reduction rates, and renewable energy use (Khan et al. 2021). It is key to weaving together a mosaic of metrics in a holistic assessment of performance as we often look towards frameworks such as Sustainability Performance Measurement Systems, providing bespoke, reliable and finely tuned indicators to guide through some of the complex interweavings of modern organizational contexts (Damtoft et al., 2024).

### **Drivers and Barriers to Organizational Sustainability**

Stakeholders on both the outside (customers, investors, governments) and inside are increasingly demanding transparency and accountability regarding environmental and social impacts (Peretz, 2024). Within, this draw stems from a competitive advantage, improved brand reputation, efficiency gains leading to cost savings, and a boost in employee morale (Zhu et al., 2022). Corporate social responsibility (CSR) programmes, flair and sound environmental policies are often emphasized as critical to driving organizational sustainability (Ichdan & Maryani 2024). In contrast, a constellation of barriers exists that complicate the enforcement of sustainable practice, as well as its nurturance. In the case of more entrenched internal structures can impede sustainable performance which

also can trigger a re-evaluation of relational determinants and reorganization of network configurations within the enterprise (Núñez-Ríos & Sánchez-García 2024). If the culture of an organisation fails to be pro-sustainability, it can dampen the perceived usefulness of activities that would otherwise be valued (Ichdan & Maryani 2024). In the same way that sustainability initiatives can falter in higher-education institutions due to lack of awareness, a cohesive policy base or regulatory urgency (Zahid et al. 2020) .

### **Cultural Contexts and Sustainability Outcomes**

The impact of cultural context is central to sustainability outcomes. Cultural values of countries set the tone of value to sustainability and efficiency of the activities (Peretz, 2024). More collectivistic cultures may approach environmental issues in a collaborative way than individualistic cultures, in which convenience for the individual is prioritized. Societies high in uncertainty avoidance may resist the adoption of novel, untested sustainable technologies, while high uncertainty-avoidant societies may seek out tried and tested low risk solutions. Cultural tightness-looseness, for example, may affect the performance of sustainable human resource management practices, as it is also shown that these practices are more effective in flexible and adaptive cultures (Peretz, 2024). This indicates a need for a culturally responsive policy approach to achieve successfully sustainability measures, adjusting practices to fit the normative contexts of the operational framework. National culture is an important factor affecting organizational behaviour such as leadership, communication, and worker motivation (Peretz, 2024). For example, high power distance cultures would have centralised decision-making while individualistic cultures would prefer rewarding performance (Peretz, 2024). Cultural dimensions in respect to sustainability determine the way that environmental and social issues are appreciated and addressed in an organization. More feminine cultures, for their concern with quality of life and nature, consider environmental practices more important than other cultures (Tehrani et al., 2021). Highly masculine cultures, that emphasize material wealth, thus focus on economic growth at the cost of conservation, but that might vary, however, as such is true even in some contexts which are indeed high masculinity cultures with positive market value outcomes for sustainability (Tehrani et al., 2021). Recognising these cultural factors in this context is vital if successful sustainability solutions to local values and norms are to be adapted to the particularities of local attitudes and customs.

### **The Role and Relevance of Proactive Personality**

The positive tendency towards proactive personality is an individual predisposition to carry out self-directed, forward-looking activities, which alter individual's environments (Mubarak et al., 2021). Proactive individuals are not passive recipients of responses to situations since they are active innovators that work to create initiatives, show initiative, and continue to take steps to achieve positive transformation (Li et al., 2011). Positive outcomes are associated with the trait both individually and in organizations thus making it a key feature of organizational psychology and management literature. It applies in any context requiring innovation, adaptation and fortitude—including interweaving practices.

### **Conceptualizing Proactive Personality in Organizational Settings**

In a professional context a proactive personality is described as one tendency to recognise and capture opportunities to take initiative and to make contributions (Johari et al., 2022). Proactive individuals have typically been considered to be change agents who influence their workplace and work-life (Wang et al. 2024). Unlike the traditional personality models, the Big Five or any personality theory, which relies on static dispositional traits, this construct is focused on future-oriented actions. Proactive employees are motivated by manager feedback, weave together networks and explore their development in new ventures, broadening paths to career, and increasing their organizational impact (Li et al., 2011). This is a logical addition to trait-activation theory and social-cognitive theory, suggesting that proactive individuals must be able to activate their behaviors in the best light possible in facilitative contexts through which they can achieve the desired outcomes (Mo et al., 2023).

### **Interplay between Hofstede's Cultural Dimensions and Sustainable Performance**

A proactive personality is an important framework in explaining moderation effects in sustainability contexts. Proactive personality may moderate the impact of various organisational variables on sustainability outcomes. For instance, proactivity can translate into organizational cultures promoting proactivity, which in turn may translate to greener practices by encouraging employees to search for, and implement, green initiatives. In a case of leadership, proactive personality acts as a moderator of the influence of leadership behavior on performance as transformational leadership enhances the effect of leadership behavior on innovative work behavior (Mubarak et al., 2021). Supervisor developmental feedback may also influence newcomer helping behavior when proactive personality is low, and coworker feedback may have more impact if someone is high in proactivity (Li et al., 2011). These moderating roles model the interactions between individual proactive characteristics and those of other factors that guide an organization in its ability to reform and maintain environmentally and socially responsible

behavior. Knowing these mechanisms presents opportunities to perform more targeted interventions. Therefore we hypothesize that:

**H1:** Hofstede cultural values (low power distance and indulgence) positively impact sustainable performance

**H1.1:** Hofstede cultural values (low power distance and indulgence) positively impact social performance

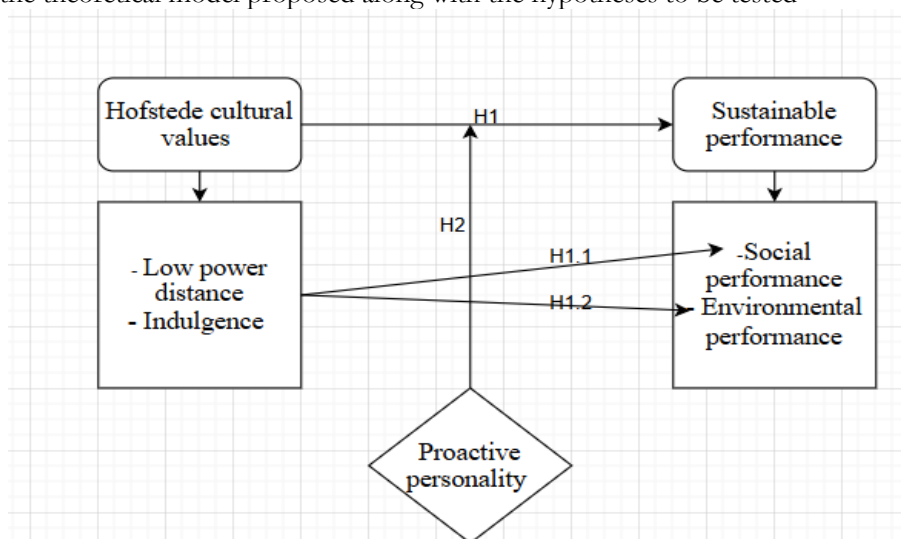
**H1.2:** Hofstede cultural values (low power distance and indulgence) positively impact environmental performance

**Moderating Effects of Proactive Personality**

Proactive personality can be a key concept to explain moderation effects in sustainability settings. Proactive personality may have a moderating role in moderating the impact of various organizational variables on sustainability outcomes. In other words, proactivity-supportive organizational culture may result in more environmentally friendly behaviors based on employees who find themselves engaging more and carry out green practices. In the leadership context, proactive personality may moderate the effect of leadership behavior on performance, facilitating the influence of transformational leadership on innovative work behavior (Mubarak et al., 2021). Supervisor developmental feedback can have a greater impact on newcomer helping behavior in the presence of low proactive personality, while coworker feedback can have a stronger influence on newcomer helping behavior among those high in proactivity (Li et al., 2011). These moderating roles capture the interaction of individual proactive behaviors and other factors in an organization's ability to evolve and sustain environmentally and socially responsible business practices. Interpreting these mechanisms provides opportunities for targeted interventions aimed at improving performance. Therefore we hypothesize that:

**H2:** Proactive personality moderate the relationship between Hofstede cultural values and sustainable performance.

Figure 1 shows the theoretical model proposed along with the hypotheses to be tested



**Figure 1.** Theoretical Model

**RESEARCH METHODOLOGY**

Public sector in Jordan consists of more than 99 organizations with 223,000 employees (Service and public administration commission, 2025). Due to the large number of public sector employees in Jordan, and due to the lack of time and the high cost, the researcher were select a suitable sample from public sector in Jordan. The sample focus on the employees who have a supervision for other employees. The researcher prepare a google form questionnaire and send the link to some relatives in public sector, friends, posted on social media, and visit some public organization and provide the link to them. The current study measure Hofstede cultural dimensions in two dimensions (low power distance and indulgence) each dimensions measured by 5 items adapted from (Poulova et al, 2024). Sustainable performance also measured by two dimensions (social performance and environmental performance) each dimensions measured by 5 items adapted from (Alraja et al, 2022). Proactive Personality measured by 4 items adapted from (Teye-Kwadjo & de Bruin, 2022). All items measured by five point Likert scale range from (strongly agree to strongly disagree).

In order to analyze data, PLS software where apply. Factor loading, composite reliability (CR), Average Variance Extracted (AVE), discriminant validity, R square, and bootstrapping, where apply to analyze data and test the hypothesis, the cut of point value for (factor loading, CR, and AVE) should be  $\geq 0.50$  according to (Sarstedt et al., 2019)

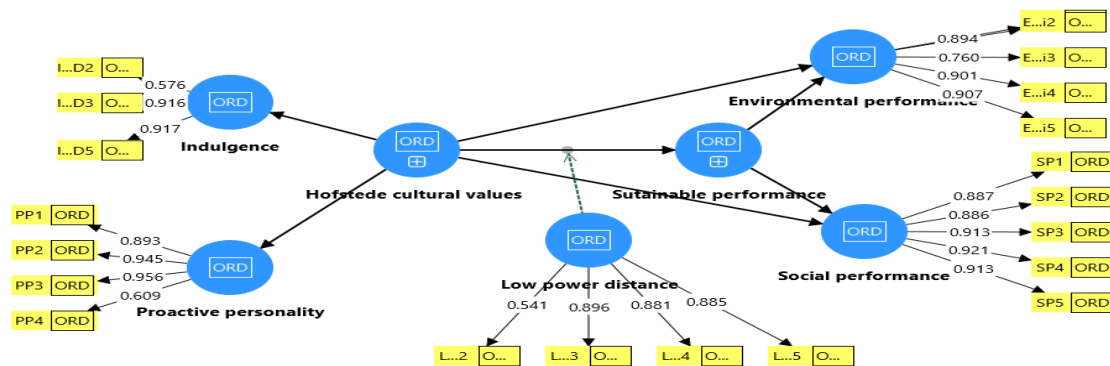
**RESULTS AND DISCUSSION**

The results shown that the majority of respondents are male (63.8%) and (36.2) are female. Also, the majority of respondents hold bachelor degree (59.6%) and (27.7%) are postgraduate studies, and only (12.8%) hold diploma and less. The age category 35 years to less than 45 years is the highest category (36.2%), then 45 years and above (31.9%), then 25 years to less than 35 years is (21.3%) and the rest age 18 years to less than 25 years. Moreover, the experience category less than 5 years is the highest one (32.6%), and (19.6%) 15 years to less than 20 years, (17.4%) their experience 20 years and above, and the rest their experience is (10.9%). In term of job title, (42.9%) of respondents are section supervisor, and (14.3%) are section head, and (11.5%) are department and assistant department manager, (20%) of respondents are section head, and the rest are general and assistant manager (8.6%).

In order to test the measurement model the PLS were employed, the results in figure 2 and table 1 show that all items achieved the recommendation values of factor loading, CR, and AVE. All factor loading  $\geq 0.50$ , and CR

**Table 1.** CR and AVE results

Construct	CR	AVE
Environmental performance	0.928	0.765
Hofstede cultural values	0.878	0.512
Indulgence	0.826	0.671
Low power distance	0.818	0.664
Proactive personality	0.930	0.743
Social performance	0.945	0.818
Sustainable performance	0.966	0.757



**Figure 2.** Measurement model results

In term of discriminant validity, the results shown in table 2 that AVE values for the constructs are all greater than the non-diagonal elements or coefficients in the relevant columns and rows, indicating discriminant validity.

**Table 2.** Discriminant validity

	Environmental performance	Hofstede cultural values	Indulgence	Low power distance	Proactive personality	Social performance	Sustainable performance
Environmental performance	0.875						
Hofstede cultural values	0.631	0.817					
Indulgence	0.861	0.819	0.933				
Low power distance	0.393	0.730	0.459	0.815			
Proactive personality	0.899	0.797	0.851	0.337	0.901		
Social performance	0.913	0.843	0.869	0.457	0.896	0.924	
Sustainable performance	0.977	0.849	0.885	0.436	0.917	0.870	0.980

In other hand, the study also test the structural model. The figure 3 show the results of R square, which indicate that Hofstede cultural values and Proactive personality explain (0.80) of the variance on Environmental performance.

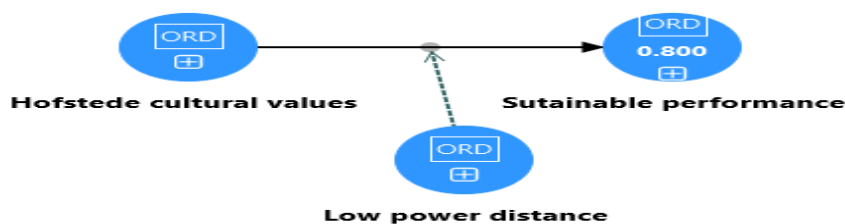


Figure 3. R square results

The study employed bootstrapping in order to test the hypotheses. The results in table 3 and figure 4, show Hofstede cultural values has a positive effect on Environmental performance ( $\beta=0.846$ ,  $t=47.90$ , and  $p$  value  $<0.05$ ) therefore H1 is supported. Also, the results show that Hofstede cultural values has a positive effect on social performance ( $\beta=0.836$ ,  $t=51.17$ , and  $p$  value  $<0.05$ ) therefore H1.1 is supported. Also the results indicate that Hofstede cultural values has a positive effect on Environmental performance ( $\beta=0.819$ ,  $t=39.30$ , and  $p$  value  $<0.05$ ) therefore H1.2 is supported

Table 3. Hypotheses results

Hypotheses path	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
Hofstede cultural values -> Environmental performance	0.819	0.834	0.021	39.304	0.000
Hofstede cultural values -> Social performance	0.836	0.848	0.016	51.170	0.000
Hofstede cultural values -> Sustainable performance	0.846	0.860	0.018	47.906	0.000

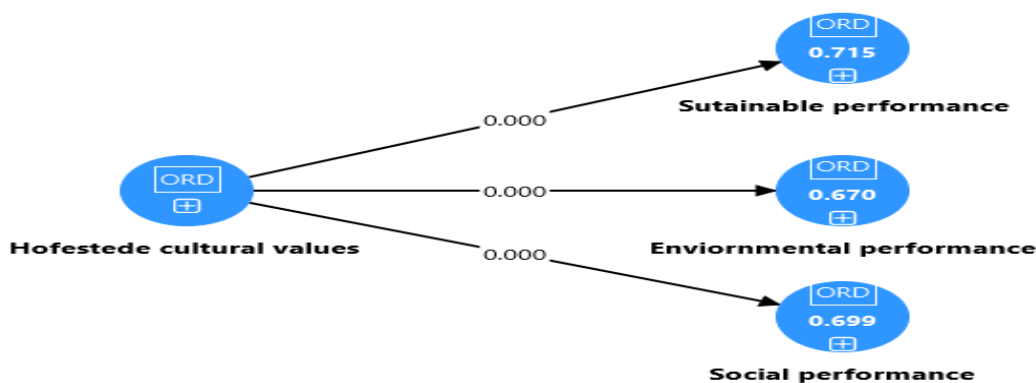


Figure 4. Hypotheses path results

When power distance is low, employees feel equal and respected, participate in decision-making, and communicate freely with their superiors. This promotes transparency, accountability, and innovation in public work, which supports sustainable performance. When indulgence is high, the workplace encourages a work-life balance, and employees are more satisfied, motivated, and driven to achieve. This results in long-term, sustainable performance in public service delivery. This is explained by the fact that a low power distance reflects an organizational culture characterized by shared decision-making and open communication between different administrative levels, which enhances transparency, accountability, and innovation in public institutions. A high level of indulgence, on the other hand, indicates a work environment that encourages well-being, job satisfaction, and work-life balance, which positively impacts employee motivation and the continuity of their efficient

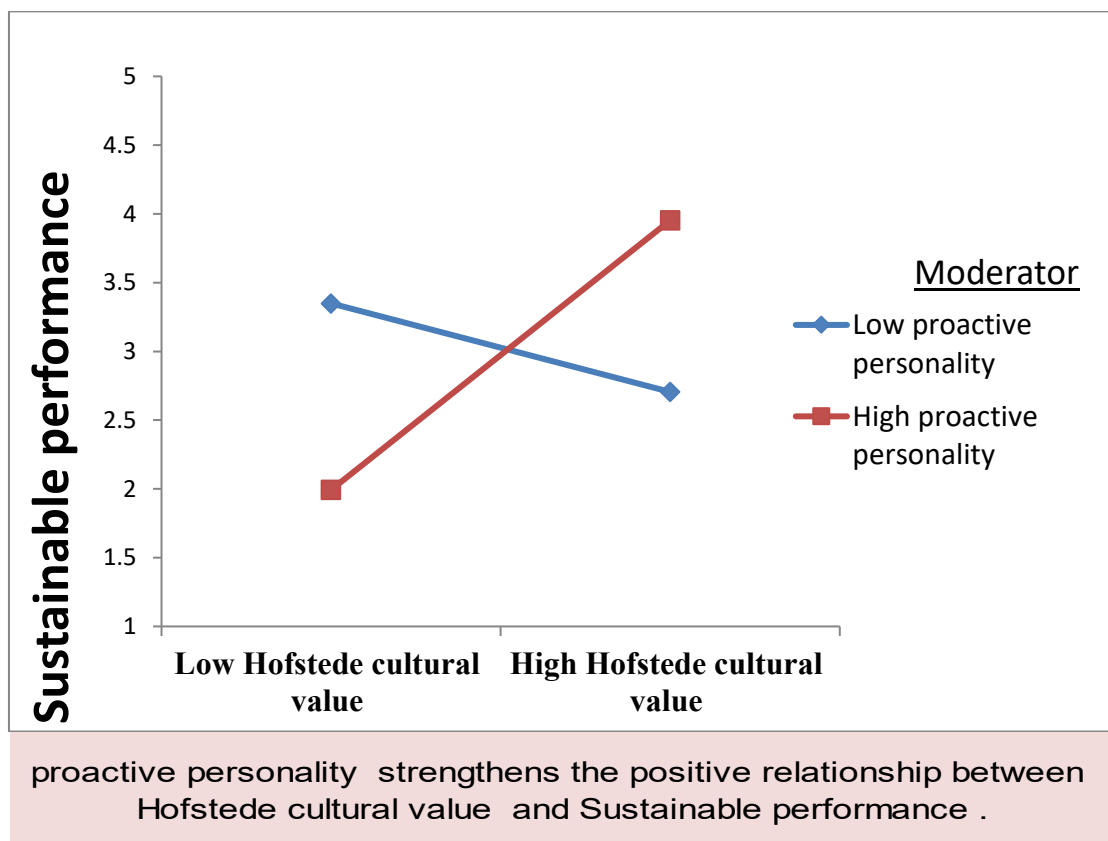
performance. Therefore, the presence of these two cultural characteristics contributes to building an organizational culture that supports sustainability and enhances performance effectiveness in the public sector.

The study results indicated that Indulgence and low power distance have a positive impact on environmental performance in the public sector. This means that the prevailing culture in a society or public institution positively influences how these institutions address environmental issues. Low power distance means that employees feel free to express their opinions and suggestions and can participate in environmental decisions such as sustainability policies or waste management. Furthermore, leaders are receptive to environmental feedback and initiatives from lower levels. This creates a collaborative and proactive work environment that contributes to improving corporate environmental performance. Indulgence refers to a culture that values well-being and quality of life. Individuals are therefore more likely to care about a clean, healthy, and sustainable environment. It also reflects a high level of optimism and social responsibility, which encourages employees to adopt positive environmental behaviors such as rationalizing consumption and participating in green initiatives. Our results in line with Aleqadat (2021) who state that there is a critical role for the indulgence dimension on performance. On the contrary, our results did not agree with Aleqadat et al (2024) results who indicate that Jordanian financial companies' performance is not influenced by the cultural dimension of lower Power Distance. This difference in results is due to the difference between the public and private sectors. Also, our results in line with Murswieck et al (2019) results who state that indulgence as a cultural dimension seems to leverage more than the classic reasons the innovation performance on a nations' level.

The results in table 4 and figure 5 show the moderation analysis, the results indicate that proactive personality play role in the relationship between Hofstede cultural dimensions and sustainable performance ( $\beta=0.027$ ,  $t=0.876$ , and  $p \text{ value} > 0.02$ ), therefore H2 supported.

**Table 4.** Moderation results

Hypotheses path	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
proactive personality x Hofstede cultural value -> Sustainable performance	0.027	0.020	0.030	0.876	0.02



**Figure 5.** Moderating results

Proactive Personality, is a personality trait that reflects individuals' tendency to take initiative, anticipate challenges, and act effectively to change their environment rather than waiting for events to impose themselves. Proactive individuals seek opportunities, propose solutions, and lead change. When a culture of low power distance prevails, individuals with a proactive personality leverage this supportive environment to develop initiatives that contribute to sustainable economic, social, and environmental performance. Proactive Personality helps break organizational inertia by proposing new ideas and implementing sustainable practices despite constraints. Proactive individuals embrace self-directed and continuous learning, which contributes to translating cultural values into practical behaviors that enhance sustainable performance. Furthermore, Proactive Personality fosters a forward-looking vision and awareness of social and environmental responsibility, transforming cultural beliefs into tangible sustainability outcomes. Finally, Proactive Personality plays a pivotal role in strengthening the relationship between Hofstede's cultural dimensions and sustainability performance, enabling individuals to transform positive cultural values into practical behaviors that support the economic, social, and environmental dimensions of sustainability. People with a proactive personality tend to take the initiative and have a positive impact on the work environment, which increases the effectiveness of cultural dimensions such as low power distance and Indulgence in achieving sustainable results. Our results in line with Johari et al (2022) who state that Proactive personality was found to significantly moderate the relationship between leadership and leading change dimension and job performance.

## LIMITATION AND FUTURE RESEARCHES

As any studies, this study have some limitations which may opening opportunities to future studies. First, the study focus on public sector in Jordan, this may open the opportunities for future studies to apply the study framework on private sector. Second, future studies may apply the study framework on other culture such as, American, Asian, etc. to compare the results. Third, the study use moderator variable to examine the relationship between Hofstede's cultural dimensions and sustainability performance, future studies may use other mediator or moderator variables such as, employees' behavior, organizational justice.

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