

COGNITIVE STYLE, GLOBAL MINDSET, SELF-CONTROL, AND ORGANIZING CAPACITY OF MANAGERS: INSIGHT FROM RETAIL STORES

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ABSTRACT: The increasing demand and lifestyle changes have made shopping centers a primary destination for leisure, driving a surge in visits and compelling tenants to adapt continuously to these changes. However, tenant supervisors vary in their capacity to manage their businesses effectively amid this influx. This study explores how cognitive style, global mindset, and self-control predict organizational capacity in managing businesses in response to current trends. Using an exploratory quantitative design, the PLS-SEM procedure was employed to analyze data collected from 180 tenant leaders at the largest shopping center in Makassar, Indonesia. The findings confirm the significance of all proposed hypotheses, except for the influence of cognitive style on organizational capacity. This research highlights that tenant leaders must develop a strong understanding of global issues and exhibit self-restraint, particularly through an internal locus of control, to navigate ongoing changes effectively.

Keywords: Cognitive Style; Global Mindset; Self-Control; Organizational Capacity; Leadership

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INTRODUCTION

The increasing prevalence of a consumerist lifestyle has driven a rise in visits to modern shopping centers. This phenomenon corresponds with retail businesses striving to enhance organizational capacity to boost sales volumes and transactions. Consequently, managers must develop adaptive, solution-oriented, and practical managerial skills to effectively run each business unit. Retail has experienced notable declines in recent years due to various converging factors, such as the strengthening of the e-commerce sector, oversupply of retail stores, shifting consumer preferences, and economic pressures. Data from the United States shows the closure of 12,000 stores (Real Estate Asia, 2024), a 2.2% decline in foot traffic in the United Kingdom in 2024 (Business.com, 2024), the closure of major malls in the U.S. (Wall Street Journal, 2024), and an increase in new malls in Indonesia, leading to a drop in occupancy rates (Trading Economics, 2025). This scenario underscores the urgent need for managers to possess robust organizational capacities to manage retail stores and employees effectively, so as to achieve organizational goals.

This study proposes an investigation into predictors of managerial capacity in business organizations and highlights the roles of cognitive style, global mindset, and self-control as antecedents. By utilizing mediation constructs in path analysis, this research offers a novel perspective on positive organizational behaviors that support performance in the retail services sector. The argument is rooted in (Carrington et al., 2014), who posited that purchasing behavior increasingly stems from desires rather than needs. Such tendencies indicate the rise of consumerist behavior (Bellieni, 2019). Fuat Firat et al. (1995) further explains that consumerist behavior reflects an internal drive for boundless consumption, prioritizing emotional over rational factors or desires over necessities. This behavior occurs when individuals purchase goods or services not out of necessity but merely to try them, even when they are not truly needed. Business efforts to seize this opportunity require a strong psychological organizational framework supported by justifiable reasoning (Chekima et al., 2016).

Global mindset refers to the ability to think broadly, adapt to diverse sources of information worldwide, and integrate these insights for personal development with a broader impact on the surrounding environment (Alon & Higgins, 2005; S. P. Robbins et al., 2016; Wu et al., 2007). It entails the capacity to develop and utilize global strategic expertise, manage transitions, and adapt to change in the retail industry (Hepola et al., 2020; Kotler, 1994). According to Guo et al. (2016), individuals with a global mindset are more attuned to environmental changes, aligned with self-awareness and drives adaptability when faced with challenges. Those with a global mindset often exhibit superior performance due to their sensitivity to the environment, which positively influences critical decision-making (Cooper & Park, 2008). Self-control reflects the ability to structure, guide, regulate, and direct behaviors toward positive outcomes (Ajzen, 2002; Perry & Morris, 2005). It is a potential that can be developed and utilized in various aspects of life, including managing environmental conditions. Li et al.

(2021) describe self-control as an individual's tendency to consider various consequences of their behavior.

This study aims to bridge a critical gap in the existing literature by exploring how cognitive style, global mindset, and self-control contribute to managerial capacity, in the context of organizational capacity enhancement within the retail sector in Indonesia. This focus is especially relevant in addressing the challenges of retail managers in a rapidly evolving industry shaped by consumerism, digital transformation, and economic pressures (Sánchez-Pérez et al., 2020). The contribution underscores the importance of equipping managers with the psychological and behavioral capacities in the dynamic environment (Soto-Acosta et al., 2018). This article will provide the literature review, construct the structural process of the research in the method section, present the findings, and discuss the finding theoretically as well as the managerial implication, enclosed by the recommendation for further studies.

LITERATURE REVIEW

Cognitive Style

According to Gavetti & Rivkin (2007), cognitive style is a part of learning style that reflects relatively stable behavioral habits in receiving, thinking, solving problems, and storing information. Wangrow et al. (2019) explain that cognitive style is a process or control style that emerges within learners, which situationally determines their conscious activities in organizing, managing, receiving, and disseminating information. Gigerenzer (1991) states that cognitive style refers to the way individuals process information and use strategies to respond to a task. Noori (2016) show that cognitive style involves different ways of viewing, recognizing, and organizing information. Each individual prefers a specific method for processing and organizing information as a response to environmental stimuli (Noori, 2016). Some individuals respond quickly, while others respond more slowly. These response methods are also related to attitudes and personal qualities.

Cognitive style is something that should be considered and continuously honed for improvement (Oliver, 1980). If someone can effectively manage their cognitive style, it will have a significant impact on their life, potentially influencing others as well (Clark, 2010). This can lead to numerous positive changes if individuals can recognize themselves better. Conversely, if cognitive style is poorly managed, people may tend to act in ways that are detrimental to themselves and struggle to think clearly. Here, self-control becomes crucial (Kannadhasan et al., 2014).

Differences in managing organization are relatively overlooked in conventional management. However, this is gradually changing as findings reveal that people differ in their managerial style (Furst & Cable, 2008; Hilary et al., 2016; Sirén et al., 2018). For example, Gambetti & Giusberti (2019) found individuals tend to differ in how they process information to make decisions. Similarly, other research conducted investigation on the stages of behavioral change related and found that individuals vary; some take a relatively long time to change, while others exhibit more contemporary behavioral changes (Van

Leijenhorst et al., 2010). These differences are attributed to variations in cognitive style, as people do not process information in the same way. These prepositions lead to the hypothesis construction.

H1: The retail managers' cognitive style affects their self-control

H2: The retail managers' cognitive style is a positive predictor of the organizational capacity

Global Mindset

S. P. Robbins et al. (2016) divide the concept of a global mindset into two orientations. Specifically, a global mindset reflects a combination of openness and an awareness of diverse cultural differences and values. Felício et al. (2016) define a global mindset as a set of mental representations and assumptions that individuals use to continuously learn from experience. A global mindset can be applied at both the organizational and individual levels (Alon & Higgins, 2005). Sina (2013) further emphasizes this definition by identifying characteristics of individuals with a global mindset, including the ability to develop and apply global strategic expertise, manage change and transitions, and collaborate effectively in teams, among other traits.

A global mindset can be described as the ability to combine rapid analysis of phenomena with the precision to respond appropriately. Based on this definition, it is evident that a global mindset is a skill that can be learned, developed, and leveraged, enabling individuals and organizations to adapt effectively (Ameen et al., 2023). Equipped with a global mindset, individuals exhibit behavior sensitive to change and uncertainty, which in turn fosters self-awareness and the willingness to adapt in the face of challenges (Akhtar et al., 2017).

In the era of globalization, societal structures are undergoing significant transformations across various domains, including politics, security, governance, economics, and sociocultural aspects (Schueffel & Vadana, 2015). One way to address these changes is through self-control. In general terms, self-control refers to the ability to restrain oneself from actions that may be detrimental in the present or future, such as bankruptcy or failure to achieve aspirations (Li et al., 2021).

Possessing a global mindset helps individuals consider the future direction of human development (Felício et al., 2016). People with this mindset prepare themselves to adapt to the rapidly changing climate of the modern era (Pech & Cameron, 2006; Rice et al., 2001). Having a global mindset is equivalent to being ready to become a global citizen—someone with a global perspective that transcends individual institutions or nations and contributes to the progress of global civilization (Y. L. Wang et al., 2013). A global mindset entails the ability to think broadly, adapt to and assimilate information from different parts of the world, and connect this knowledge for personal growth, such as effectively managing the organization (Dimov, 2010; Guo et al., 2017; Lehner & Kaniskas, 2012; O'Connor & Rice, 2001), as to the proposed hypotheses.

H3: The possession of global mindset of retail managers affects positive self-control

H4: The global mindset of retail managers is critical in the organizational capacity

Self-Control

According to Marsh & O'Mara (2008), self-control is an individual's ability to inhibit or prevent impulses from manifesting as behaviors that violate or contradict moral standards. Li et al. (2021) defines self-control as the ability to organize, guide, regulate, and direct behaviors that lead an individual toward positive outcomes. Werner & Ford (2023) describes self-control as "the choice of the large, more delayed outcome," interpreting it as the ability to make decisions that yield greater benefits by delaying immediate gratification. Individuals often find it challenging to resist immediate pleasures, even when such pleasures may have negative consequences in the future. Those with good self-control can make choices that yield more significant positive outcomes in the long term, even if it means forgoing short-term satisfaction (Gillebaart, 2018).

Self-control generally involves efforts to avoid short-term preferences to achieve long-term goals (Wehrt et al., 2020). Reinforcing this idea, self-control is related to positive outcomes, such as academic result (Duckworth et al., 2019), self-perception (Stavrova et al., 2020), and ultimately work outcomes (Gierlich-Joas et al., 2020; Manz et al., 1987; Wehrt et al., 2020). Self-control is closely linked to better management, as it helps individuals prevent wasteful measures through effective thought process (Manz et al., 1987). Poor self-control is one of the primary reasons many individuals of the many managerial decisions (Shiv et al., 2005), hence organizational capacity. This consideration leads to the construction of the hypothesis.

H5: The self-control of retail managers affects the positive organizational capacity

H6: The self-control mediates the cognitive style, and the organizational capacity

H7: The self-control mediates the global mindset, and the organizational capacity

METHODOLOGY

Quantitative research is employed as method of investigation that collects data in numericized information. These numerical data are then processed and analyzed to uncover scientific information behind the numbers. This study began in May 2021, with the research location being shopping centers (malls) in Makassar. The data in this study were processed using a Likert scale, with responses to questions ranging from 1 to 5. The data analysis technique used in this study is Structural Equation Modeling (SEM) with the Partial Least Square (PLS) software. SEM allows simultaneous testing of structural models, which measure the relationships between variables (dependent and independent constructs), and measurement models, which measure the relationships (loading values) between variables (indicators and constructs), also known as latent variables. By combining structural and measurement model testing, SEM enables researchers to assess measurement error as an integral part of the analysis and perform factor analysis concurrently with hypothesis testing. We applied partial Least Square as it is a powerful analytical method, as it is not heavily reliant on many assumptions (Henseler & Sarstedt, 2013).

Outer model analysis ensures that the measurements used are valid and reliable for evaluation. This analysis specifies the relationships between latent variables and their indicators. Outer model analysis is assessed through

convergent validity, which evaluates the correlation between item scores/component scores and construct scores. This is determined through the standardized loading factor, which reflects the strength of the correlation between each measurement item (indicator) and its construct. An individual reflective measure is considered high if its correlation exceeds 0.7 with the intended construct. Discriminant validity is another method of evaluating reflective indicators, assessed through cross-loadings. If the correlation of a construct with its measurement items is greater than with other constructs, it indicates that the block of measures is better than others. Discriminant validity can also be evaluated by comparing the square root of the average variance extracted (AVE). Composite reliability assesses a construct's reliability based on latent variable coefficients. Two metrics are used to evaluate composite reliability: internal consistency and Cronbach's alpha. If the achieved value exceeds 0.7, the construct is deemed to have high reliability. Cronbach's alpha further reinforces the results of composite reliability. A variable is considered reliable if its Cronbach's alpha value exceeds 0.7.

The tests mentioned above are conducted for reflective indicators within the outer model. The significance of weights assesses the significance of the weight of formative indicators with their constructs. Multicollinearity tests determine relationships among indicators and whether formative indicators experience multicollinearity by examining the Variance Inflation Factor (VIF). A VIF value between 5 and 10 indicates multicollinearity among the indicators. The evaluation of the inner model using PLS begins by examining the R-square value for each dependent latent variable. The interpretation of R-square follows the same principles as in regression analysis.

The sampling method in this study follows guidelines for determining an appropriate sample size in PLS-SEM. Using the Hair et al. (2014) "10-times rule," the minimum sample size is calculated as 10 times the largest number of structural paths, resulting in 180 respondents for 18 indicators. Statistical power analysis further supports this size, ensuring adequate power for detecting medium to small effect sizes. A sample size of 180 meets these criteria and accounts for model complexity and reliability. This ensures robust and reliable results in the analysis conducted.

Measures

Cognitive style refers to an individual's ability to adopt novel approaches or methods to replace outdated strategies in problem-solving, encompassing aspects such as information processing, problem-solving, and information management (Alabduljader et al., 2023; M. Wang et al., 2023). A global mindset is a learnable, developable, and empowered skill that enables individuals or organizations to navigate and thrive across diverse cultural and organizational contexts, including capabilities such as developing global strategic expertise, managing change, and undergoing collaboration (Felićio et al., 2016). Organizational capacity involves planning, analyzing, and controlling managerial activities at their disposals (Kump et al., 2019; Ravichandran, 2018), which includes components such as saving, expenditure, debt, investment,

money management, and retirement planning. Self-control refers to the conscious ability to regulate one's own behavior to avoid actions harmful to others, aligning with social norms and gaining acceptance in one's environment. This includes skills such as managing situations, regulating stimuli, evaluating circumstances, making decisions, and selecting appropriate actions (Stavrova et al., 2020; Werner & Ford, 2023).

RESULTS

This study presents the structural presentation statistical analysis in this study. firstly, we present the summary of the outer model analysis as indicated in our method section. Table 1 summarizes all measures, e.g. the loading factor, the t-value, the Cronbach's alpha, the rho alpha, the composite reliability (CR), the average variance extractor (AVE), and the collinearity test of the variance inflation factor.

Table 1. The Summary of Outer Model Measurement

Variable	Items	Outer Loading	t-value	Alpha	rho-A	CR	AVE	VIF
Cognitive Style	X1.1	0.698	8.355	0.786	0.792	0.853	0.538	1.388
	X1.2	0.711	8.301					1.501
	X1.3	0.710	8.893					1.518
	X1.4	0.754	16.081					1.607
	X1.5	0.790	22.811					1.738
Global Mindset	X2.1	0.717	12.800	0.831	0.847	0.877	0.544	1.558
	X2.2	0.729	15.925					1.677
	X2.3	0.671	9.505					1.423
	X2.4	0.781	22.856					1.867
	X2.5	0.677	10.272					1.762
Organizational Capacity	X2.6	0.836	31.265	0.867	0.874	0.897	0.523	2.341
	Y1	0.638	8.036					1.434
	Y2	0.811	25.569					2.602
	Y3	0.588	8.053					1.411
	Y4	0.701	12.061					1.692
Self-Control	Y5	0.746	17.792	0.798	0.804	0.86	0.554	1.906
	Y6	0.758	14.759					2.028
	Y7	0.700	17.985					1.728
	Y8	0.815	25.453					2.598
	Z1	0.633	11.043					1.235
Self-Control	Z3	0.704	12.697	0.798	0.804	0.86	0.554	1.714
	Z4	0.828	25.689					2.107
	Z5	0.741	11.197					2.000
	Z6	0.799	18.732					1.726

Source: Adapted Smartpls 3 output, 2024

The results confirm the usability of our model. The validity and the reliability are secured as the loading is mostly above 0.6, the alphas and CR exceed 0.7, while the AVE is well-above 0.5. The VIF less than 2 indicates the absence of collinearity issue in the model, and can be extended to appreciate the

non-existence of common method bias. Moreover, this study tackles the discriminant validity test by presenting the cross-loading analysis as in Table 2.

Table 2. The Cross Loading of Discriminant Validity

Items	Cognitive Style	Global Mindset	Organizational Capacity	Self-control
X1.1	0.698	0.404	0.439	0.499
X1.2	0.711	0.470	0.409	0.377
X1.3	0.710	0.441	0.400	0.373
X1.4	0.754	0.504	0.494	0.451
X1.5	0.790	0.619	0.557	0.482
X2.1	0.492	0.717	0.477	0.415
X2.2	0.458	0.729	0.436	0.353
X2.3	0.422	0.671	0.398	0.324
X2.4	0.520	0.781	0.449	0.394
X2.5	0.406	0.677	0.284	0.281
X2.6	0.622	0.836	0.550	0.472
Y.1	0.336	0.328	0.638	0.560
Y.2	0.497	0.474	0.811	0.547
Y.3	0.613	0.460	0.588	0.496
Y.4	0.363	0.463	0.701	0.493
Y.5	0.439	0.338	0.746	0.543
Y.6	0.351	0.357	0.758	0.532
Y.7	0.430	0.427	0.700	0.532
Y.8	0.581	0.577	0.815	0.447
Z.1	0.510	0.431	0.627	0.633
Z.2	0.286	0.304	0.468	0.704
Z.3	0.491	0.432	0.612	0.828
Z.4	0.374	0.246	0.481	0.741
Z.5	0.503	0.446	0.635	0.799

Source: Adapted Smartpls 3, 2024

The result from the cross-loading test indicates the suitability of the model, as each corresponding indicators report a higher score relative to other indicators outside the measured constructs. This finding presents the compelling evidence to analyze the inner model measurement for hypothesis testing. We present the result in the graphical presentation of Figure 2, and the detail in Table 3.

Table 3. The Summary of Findings

Path	Effect	t-value	p-value	Hypothesis
Cognitive Style -> Self-control	0.462	4.336	0.000	Accepted
Cognitive Style -> Organizational capacity	0.151	1.917	0.056	Rejected
Global Mindset -> Self-control	0.207	2.162	0.031	Accepted
Global Mindset -> Organizational capacity	0.199	2.489	0.013	Accepted
Self-control -> Organizational capacity	0.582	9.305	0.000	Accepted
Cognitive Style -> Self-control -> Org. Capacity	0.269	3.986	0.000	Accepted
Global Mindset -> Self-control -> Org. Capacity	0.121	2.226	0.026	Accepted
R ² to Self-control			0.384	
R ² to Organizational capacity			0.666	

Source: Adapted Smartpls 3 Output

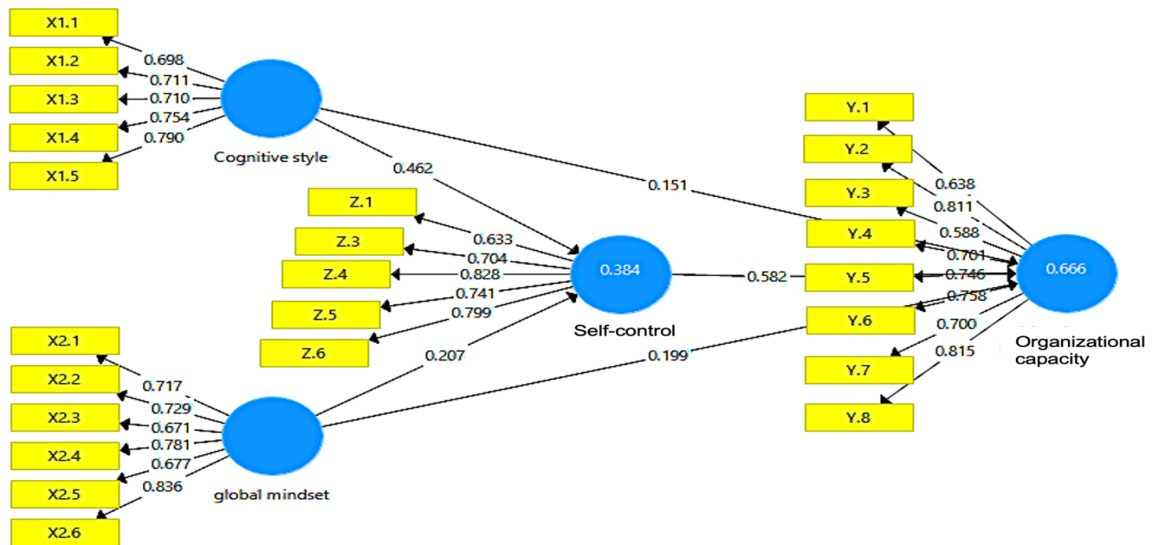


Figure 1. The Path Display
 Source: Smartpls 3 Path Record, 2024

DISCUSSION

The findings reveal a significant influence of cognitive style on self-control, demonstrating that customers in modern shopping centers (malls) in Makassar exhibit effective thinking styles that enable them to manage and regulate undesirable situations. This aligns with the theory of reasoned action, which links beliefs, attitudes, intentions, and behaviors, positing that intention is the strongest predictor of behavior (Tran et al., 2019). However, individual behaviors are not always determined by intentions alone, as different considerations may influence actions (S. Robbins & Judge, 2009). Moreover, subjective norms, attitudes toward specific behaviors, and a combination of these factors shape intentions, leading to particular behaviors (Hovi & Laamanen, 2021).

Despite the observed relationship between cognitive style and self-control, the study indicates no significant effect of cognitive style on personal managerial capacity among retail leaders, or supervisor in Makassar, Indonesia. This can be attributed to a predominantly dependent cognitive style, characterized by a reliance on structured environments, external reinforcement, and existing goals, making management organization less influenced by individual cognitive processes. Conversely, individuals with an independent cognitive style tend to plan, adapt, and manage their leadership proactively (Wangrow et al., 2019).

In terms of global mindset, the study confirms a positive influence on self-control, highlighting that customers with a well-developed global mindset demonstrate greater self-regulation. This supports the idea that a global mindset fosters sensitivity to change and uncertainty, enhancing self-awareness and adaptability in challenging situations (Felício et al., 2016). Furthermore, self-control plays a pivotal role in maintaining constructive behaviors and social harmony by enabling individuals to suppress impulses and regulate socially inappropriate actions (Manz et al., 1987). These findings suggest the need for

targeted strategies to enhance cognitive styles and global mindsets while addressing emotional drivers to improve self-control in managerial context (Wehrt et al., 2020).

In today's increasingly complex world, self-control is essential for navigating the cultural and lifestyle changes brought about by **globalization** (M. Wang et al., 2023). These shifts require individuals to adapt and position themselves appropriately amidst diverse cultural settings. Globalization has influenced all aspects of life, underscoring the importance of self-regulation in managing these transitions. The study reveals a positive relationship between global mindset and personal organizational capacity among retail leaders in Makassar, Indonesia. Customers with a well-developed global mindset are better equipped to their expectation toward their spending activities, hence requiring a matched global mindset as retail business is continuously evolving (Alabduljader et al., 2023). According to Sürücü et al. (2019), the capacity of awareness, analysis, control, and communication of managers can achieve expected result in the managerial result.

Individuals with a strong global mindset tend to have heightened sensitivity to diverse norms and cultural challenges, which can enhance their ability to adapt to varying business environments (Järvenoja et al., 2020). This skill extends to management, where the capacity to analyze global events and their potential effects on personal management becomes a crucial competency. Lee et al. (2016) and Felício et al. (2016) support these findings, emphasizing that individuals with a high global mindset can better interpret information from their surroundings and incorporate it into effective managerial decisions.

Developing a global mindset enables individuals to discern the interconnectedness of global events and local opportunities. It sharpens analytical skills and enhances decision-making, helping individuals adapt their behaviors to current conditions (Abu Raya, 2020). The findings of the study show that self-control positively influences managerial capacity among retail operators. Customers with good self-control are better equipped to manage their personal activity effectively, making self-control a critical factor in management behaviors. These findings align with the Theory of Planned Behavior (TPB), which posits that behavior is directly influenced by individual intentions shaped by attitudes, self-control, and perceived norms (Ajzen, 1991). Accordingly, customers who demonstrate good self-control tend to make informed decisions that align with their organizational goals (Foss & Lindenberg, 2013).

Werner & Ford (2023) define self-control as the ability to regulate emotions, impulses, and behaviors to achieve desired outcomes. In this context, the study also highlights that cognitive style indirectly influences managerial capacity through self-control. Ma (2020) underscores that individuals actively regulate their behaviors and environments, demonstrating a reciprocal relationship between cognitive, behavioral, and environmental factors. This active engagement reinforces the role of cognitive styles in shaping disciplined practices.

The research shows that global mindset positively influences personal management through self-control among leaders of retail stores in Makassar, Indonesia. This relationship demonstrates that global mindset indirectly impacts

management capacity by enhancing self-control. It is a skill that can be cultivated and applied at both organizational and individual levels, inciting sensitivity to change and uncertainty, and promoting a willingness to adapt in the face of challenges (Richter, 2014). The study underscores that fostering both a global mindset and self-control is pivotal for improving management case. A global mindset equips individuals with the awareness and adaptability to navigate complex environments, while self-control ensures disciplined behavior. Together, these traits enable individuals to make informed decisions that align with the ever-evolving managerial' goals and values.

FURTHER STUDY

This study explores the interconnected roles of cognitive style, global mindset, and self-control in influencing management capacity among retailers in the shopping center in Indonesia. The findings indicate that cognitive style significantly enhances self-control, enabling individuals to regulate their responses to undesirable situations. However, cognitive style does not directly impact personal management, likely due to the customers' dependent cognitive tendencies. On the other hand, a strong global mindset positively influences both self-control and managerial capacity, suggesting its critical role in shaping disciplined behaviors. Self-control itself directly improves the management and serves as a mediating factor through which cognitive style and global mindset indirectly contribute to expected outcomes.

Further studies can extend this research by analyzing broader demographic and cultural contexts to determine the universality of these findings. Longitudinal studies could provide insights into how cognitive style, global mindset, and self-control evolve over time and influence management in the long term. Additionally, intervention programs designed to enhance global mindset and self-control should be assessed for their effectiveness in fostering better expected behaviors. Comparative analyses between customers of modern malls and traditional markets could reveal unique behavioral differences, while incorporating additional factors such as emotional intelligence, peer influence, and marketing exposure could deepen understanding of interaction between customers and employees in the retail business landscape.

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