

THE INFLUENCE OF CULTURAL INTELLIGENCE AND EMOTIONAL INTELLIGENCE ON EMPLOYEE PERFORMANCE USING ORGANIZATIONAL CITIZENSHIP BEHAVIOR



Muhammad Syafi'i¹ , Hendricus Judi Adrianto² 

¹Management, University Pembinaan Masyarakat Indonesia, Medan, Indonesia

²Management, University Pembinaan Masyarakat Indonesia, Medan, Indonesia

¹Email: msyafiimd82@gmail.com, ²Email: hendricusjudia@gmail.com

Article Info

Received Date:
05 May 2024

Accepted Date:
20 June 2024

Keywords:

First keyword: Cultural Intelligence
Second keyword: Emotional Intelligence
Third keyword: Performance
Fourth keyword: Organizational Citizenship Behavior

JEL Classification

M10, M14

Corresponding Author:

Muhammad Syafi'i,
msyafiimd82@gmail.com

This is an open access
article under the [CC BY](https://creativecommons.org/licenses/by/4.0/)
license.



ABSTRACT

Human resources (HR) are one of the important assets in an organization consisting of individuals who work to achieve common goals. The research method in this study is a quantitative method, the sample size is 50 employees. The aim of the research is to determine respondents' responses about cultural intelligence, emotional intelligence on employee performance at the South Medan Upt Samsat Office using Organizational Citizenship Behavior (OCB) as an intervening variable. The R2 value is 0.72, which means that 72% of the OCB variables and employee performance can be explained by the cultural intelligence and emotional intelligence variables, while the remaining 28% can be explained by other factors outside this research. The z value for the cultural intelligence variable is 2.10 and because The z value obtained was $2.10 > 1.96$ (5% level, namely 1.96), proving that cultural intelligence is able to mediate the relationship between the influence of work morale on employee performance.

1. INTRODUCTION

Apart from being the main source of inspiration and action for an organization, people are also the most difficult element to deal with. This is because each person has different rules, policies, values, reward systems, and missions that impact the members of the organization. Every organization wants support from every member of the organization, namely support in the form of high performance so that the organization can continue to develop in the current era of global competition,

Raharso, (2004). Differences in employee work attitudes and behavior are one of the challenges in improving employee performance. These differences can also result in an employee showing a different level of performance from other employees. Performance can be improved by creating a strong culture to achieve organizational or company goals. Having a strong culture and certain characteristics will attract people to join the organization. Employees will act in accordance with the values that exist in the organization so that the culture is in accordance with the values held by its members, so that this will lead to the employee performance of these employees. With employee performance, employees will work enthusiastically and produce satisfactory output and if employees have tried their best then the organization must appreciate it so that employees are more enthusiastic about working, Drejer, (2001).

The success of a company can be measured by its employees who not only complete their main tasks, but are also willing to complete additional tasks, including a willingness to work together, provide input to other employees, help each other, and play an active role. Lestari and Ghaby (2018). Successful organizations need employees who go beyond their formal responsibilities and are willing to deliver performance beyond expectations. In today's dynamic world of work, where more and more tasks are performed in teams, flexibility is essential. Organizations want employees who are willing to perform tasks that are not listed in their job description. According to Robbins and Judge (2008: p. 40)

To improve individual performance, in this case employee performance, it is necessary to understand the factors that influence employee performance, in this case cultural intelligence. Cultural intelligence (CQ) includes each person's ability to effectively and culturally manage various situations and environments. Cultural intelligence is an important factor in performance and interactions across a variety of industries and environments. In other words, cultural intelligence is an important attribute for understanding employee performance because employees with high cultural intelligence also have high performance, Nafei, (2013).

2. LITERATURE REVIEW and HYPOTHESIS

2.1. Literature Review

Cultural intelligence is the ability to achieve and facilitate various outcomes, such as adjustment and effective performance in diverse cultural environments, Ang & Van Dyne, 2010: P. 23). This diverse cultural background is not only relevant for organizational members such as employees (internal), but also for society (external). According to this view, Ang et al. (2010) cultural intelligence makes individuals aware of the knowledge and cultural differences of other cultures, which gives them new ways to acquire new ideas, perspectives and concepts to expand their innovation potential.

Emotional intelligence is intelligence related to the heart and concern for fellow humans, other creatures, and the natural environment. Goleman (2005: P.

512) explains that emotional intelligence refers to the ability to recognize our own feelings and the feelings of others, the ability to motivate ourselves, and the ability to manage emotions well in ourselves and in relationships with other people. Based on the opinion, Prawirosentono in Dulbert (2007) states that performance is the result of work that can be achieved by a person or group of people in an organization in accordance with their respective authority and responsibilities, in order to achieve the goals of the organization concerned legally, without violating the law and in accordance with morals and ethics. An employee's performance is good if he has high skills, is willing to work because he is given a wage or salary in accordance with the agreement and has expectations for a good future. Therefore, basically employees are the main movers in all sub-district office service activities to the community.

Organizational Citizenship Behavior (OCB) is part of the science of organizational behavior. Organizational Citizenship Behavior (OCB) is a form of work behavior that is usually not visible or taken into account. There are two approaches to the concept of Organizational Citizenship Behavior (OCB), namely Organizational Citizenship Behavior (OCB) is extra role performance that is separate from in-role performance or performance that matches the job description. The second approach is to view Organizational Citizenship Behavior (OCB) from political principles or philosophy. This approach identifies organizational citizenship behavior with citizenship behavior. The existence of Organizational Citizenship Behavior (OCB) is the impact of the beliefs and perceptions of individuals in the organization regarding the fulfillment of contractual relationships and psychological contracts. This behavior arises because individuals feel as members of an organization who feel satisfied if they can do something more than the organization, Saleem and Amin, (2013).

2.2. Hypothesis

- H1: Cultural intelligence has a positive and significant effect on employee performance.
- H2: Emotional intelligence has a positive and significant effect on employee performance.
- H3: Organizational Citizenship Behavior has a positive and significant influence on employee performance.
- H4: Cultural intelligence has a positive and significant influence on organizational citizenship behavior.
- H5: Emotional intelligence has a positive and significant influence on Organizational Citizenship Behavior (OCB)
- H6: Cultural intelligence on decisions mediated by the Organizational Citizenship Behavior (OCB) variable
- H7: Emotional intelligence regarding decisions is mediated by the Organizational Citizenship Behavior (OCB) variable.

3. METHODS

Method The approach used in this research is a quantitative approach with the analysis used is statistical analysis with regression analysis. This research was designed in the form of survey research. Survey research is field research conducted on several samples from a certain population where data collection is carried out using questionnaires, Zainal, (2007). The data used in this research is primary data.

Measuring the influence of cultural intelligence and emotional intelligence on employee performance and Organizational Citizenship behavior as intervening variables in UPT. South Medan Samsat uses a Likert scale with 5 (five) levels which are scored as follows:

Strongly Agree (SS) = Score 5

Agree (S) = Score 4

Disagree (KS) = Score 3

Disagree (TS) = Score 2

Strongly Disagree (STS) = Score 1

4. RESULTS

4.1. Research result

Persial t Test Results

This test aims to test whether the independent variable has a partial or separate effect on the dependent variable.

Table 1. Persial t Test Results

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	15,431	3,904		,000
	Kecerdasan Budaya	,091	,208	,091	,664
	Kecerdasan Emosional	,457	,193	,490	,022

a. Dependent Variable: Kinerja Pegawai

From the table above it can be seen that the two independent variables included in the regression model for the knowledge variable are not significant. This can be seen from the significance probability for cultural intelligence of 0.664 which is far above 0.05.

Meanwhile, the emotional intelligence variable is significant, this can be seen from the significance probability of 0.022, which means it is smaller than 0.05. Therefore it can be concluded that the decision variable is influenced by the emotional intelligence variable.

Simultaneous Testing (F Test)

This test was carried out to jointly see the positive and significant influence or relationship of the cultural intelligence (X1) and emotional intelligence (X2) variables on the dependent variable (Y) at the South Medan Samsat Upt.

Table 2.Simultaneous Test Results (F)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	422,307	2	211,154	11,069	,000 ^b
	Residual	896,573	47	19,076		
	Total	1318,880	49			

a. Dependent Variable: Kinerja Pegawai

b. Predictors: (Constant), Kecerdasan Emosional, Kecerdasan Budaya

The table above shows that the calculated F is 11.069 with a significance value of 0.000. Because the probability of significance is much smaller than 0.05. This shows that the independent variables, namely emotional intelligence and cultural intelligence, together influence the performance of UPT SAMSAT Medan Selatan employees.

Testing the Coefficient of Determination R

The smaller the R2 value means that the ability of the independent variables to explain the dependent variable is limited, while the coefficient of determination that is closer to one value indicates the stronger the ability to explain changes in the independent variable to variations in the dependent variable so that it is close to perfect.

Table 2.Test results for the coefficient of determination R

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,566 ^a	,320	,291	4,36761

a. Predictors: (Constant), Kecerdasan Emosional, Kecerdasan Budaya

From the table above, it can be seen that the correlation coefficient (R) is 0.566, this means that there is a relationship of 0.566 between the dependent variable, namely employee performance, and the independent variables, namely emotional intelligence and cultural intelligence. So it can be concluded that the correlation between emotional intelligence and cultural intelligence on employee performance has a strong relationship. The coefficient of determination (Adjusted R) of 0.291 means that the contribution of the independent variables, namely emotional

intelligence and cultural intelligence, influences the dependent variable by 29.1%, while the remaining 70.9% is influenced by other variables outside the model.

Path Path Analysis

To test the influence of intervening variables, the path analysis method is used. Path analysis is an extension of multiple linear regression analysis, or path analysis is the use of regression analysis to estimate the causal relationship between variables (casual model) which has been previously established based on theory, Ghazali, (2013:249).

1. Model I Regression Coefficients

This equation is used to determine the influence of the variables Cultural Intelligence and Emotional Intelligence on *Organizational Citizenship Behavior* (OCB). This equation was tested using SPSS with the following results:

Table 4.13

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.566 ^a	.320	.291	4,36761

a. Predictors: (Constant), Kecerdasan Emosional, Kecerdasan Budaya

Based on the table above, it shows that the r square value in the model summary table is 0.320, this shows that the contribution of the influence of X1 and study.

Meanwhile, the value of e1 can be found using the formula $e1 = \sqrt{(1-0.320)} = 0.82$.

Table 4.14

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	15,431	3,904		3,952	,000
	Kecerdasan Budaya	,091	,208	,091	,438	,664
	Kecerdasan Emosional	,457	,193	,490	2,363	,022

a. Dependent Variable: Kinerja Pegawai

The SPSS output results in table 4.14 provide an unstandardized coefficients beta value for the knowledge variable of 0.091 and significant at 0.664, which means cultural intelligence is significant for Organizational Citizenship Behavior (OCB).

The unstandardized beta coefficient value of 0.091 is the path value for the p3 path. Furthermore, the unstandardized coefficients beta value for the Emotional Intelligence variable is 0.457 and is significant at 0.022, which means that emotional intelligence influences Organizational Citizenship Behavior (OCB). The unstandardized beta coefficient value of 0.45 is the path value for the p4 path.

2. Model II regression coefficient

This equation is used to determine the influence of the Cultural Intelligence and Emotional Intelligence variables on Organizational Citizenship Behavior (OCB). This equation was tested using SPSS with the following results:

Table 4.15

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.712 ^a	.508	.475	5,41331

a. Predictors: (Constant), Kinerja Pegawai, Kecerdasan Budaya, Kecerdasan Emosional

Based on the table above, it shows that the r square value in the model summary table is 0.508, this shows that the contribution of the influence of X1, others that are not included in the research variables.

Meanwhile, the value of e2 can be found using the formula $e2 = \sqrt{1-0.508} = 0.0701$.

Table 4.16

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	19,607	5,586		3,510	,001
	Kecerdasan Budaya	-,356	,258	-,247	-1,382	,174
	Kecerdasan Emosional	,463	,253	,345	1,827	,074
	Kinerja Pegawai	,884	,181	,614	4,889	,000

a. Dependent Variable: OCB

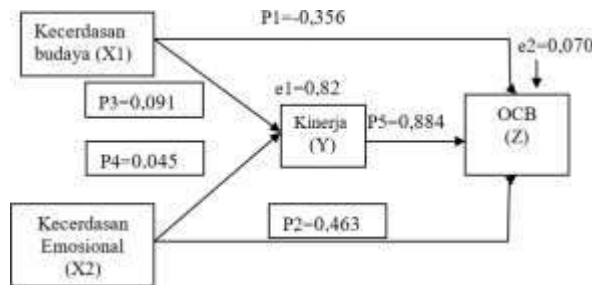
The SPSS output results in the table above provide an unstandardized coefficients beta value for the cultural intelligence variable of -0.356 and is significant at 0.174, which means cultural intelligence is significant for Organizational Citizenship Behavior (OCB). The unstandardized beta coefficient value -0.356 is the path value for path p1.

The unstandardized coefficients beta value for the Emotional Intelligence variable is 0.463 and is significant at 0.074, which means that emotional intelligence is significant for Organizational Citizenship Behavior (OCB). The unstandardized beta coefficient value of 0.463 is the path value for path p2.

The unstandardized coefficients beta value for the employee performance variable is 0.884 and is significant at 0.000, which means employee performance is significant to Organizational Citizenship Behavior (OCB). The unstandardized beta coefficient value of 0.884 is the path value for the p5 path.

Thus, the structural model path diagram is obtained as follows:

Figure 4.7



The Results Of Path Analysis Show That The Independent Variable Can Have A Direct Effect On The Dependent Variable And Can Also Have An Indirect Effect Through Intervening Variables.

The direct influence of Cultural Intelligence on employee performance (P1) as big as -0,356, while the indirect influence of cultural intelligence on performance is through OCB = $(P3 \times P5) = 0,091 \times 0,884 = 0,080$. Total direct and indirect influence of Cultural Intelligence on employee performance.

$$\begin{aligned}
 &= P1 + (P3 \times P5) \\
 &= -0,356 + (0,091 \times 0,884) \\
 &= -0,275556
 \end{aligned}$$

The direct influence of emotional intelligence on employee performance (P2) is 0,463, while the indirect influence of cultural intelligence on performance through OCB

$$\begin{aligned}
 &= (P4 \times P5) \\
 &= 0,45 \times 0,884 \\
 &= 0,3978
 \end{aligned}$$

The total direct and indirect influence of emotional intelligence on employee performance

$$\begin{aligned}
 &= P2 + (P4 \times P5) \\
 &= 0,463 + (0,45 \times 0,884) \\
 &= 0,8608
 \end{aligned}$$

To determine the effect of mediation, use a sobel test, namely, as follows:

$$\begin{aligned}
 Sp3p5 &= \sqrt{p52Sp32 + p32Sp52 + Sp32Sp52} \\
 &= \sqrt{(0,884)^2 (0,208)^2 + (0,091)^2 (0,181)^2 + (0,208)^2 (0,193)^2} \\
 &= \sqrt{0,82472 + 0,041042 + 0,080513} \\
 &= \sqrt{0,946275} \\
 &= 0,9727666729
 \end{aligned}$$

$$\begin{aligned}
 Sp4p5 &= \sqrt{p52Sp42 + p42Sp52 + Sp42Sp52} \\
 &= \sqrt{(0,884)^2 (0,193)^2 + (0,45)^2 (0,181)^2 + (0,193)^2 (0,181)^2} \\
 &= \sqrt{0,0291084545 + 0,0066341025 + 0,0012203145} \\
 &= \sqrt{0,03669628715} = 0,1922573055
 \end{aligned}$$

Based on the results (Sp3p5) and (Sp4p5), the t statistical value of the mediation effect will then be calculated as follows:

$$t1 = p3p5 / Sp3p5 + ((0,091) \times (0,884) / 0,9727666729 = 0,080444 / 0,9727666729 = 0,082960897$$

$$t2 = p4p5 / Sp4p5 + ((0,45) \times (0,884) / 0,1922573055 = 0,3978 / 0,1922573055 = 2,0691021283$$

Based on the calculations above, it can be concluded: the influence of Organizational Citizenship Behavior (Ocb) between Cultural Intelligence on Employee Performance, it can be calculated from the calculated t value = 0.0826960897 which is smaller than the t table with a significance of 5%, namely 1.67, so it can be concluded that the mediation coefficient of 0.2 is not significant, which means Organizational Citizenship Behavior (OCB) cannot be a mediator between Cultural Intelligence and Employee Performance

The influence of Organizational Citizenship Behavior (Ocb) mediating Emotional Intelligence on Employee Performance can be calculated from the calculated t value = 2.0691021283 which is greater than the t table with a significance of 5%, namely 1.67, so it can be concluded that the coefficient of 0.8608 is significant which means Organizational Citizenship Behavior (Ocb) can be a mediator between emotional intelligence and employee performance.

5. DISCUSSION

Based on the results of the SPSS t-test (partial) output, the direct influence of the cultural intelligence variable was 0.091 with a significance level of 0.664, which is greater than 0.05, so it can be concluded that cultural intelligence has a negative and significant effect on employee performance. This shows that low levels of cultural intelligence at work significantly dominate employee performance. So it can be concluded that the hypothesis (H1) which states that cultural intelligence has a negative and insignificant effect on employee satisfaction is rejected.

Based on the results of the SPSS t-test (partial) output, the direct influence of the emotional intelligence variable was 0.457 with a significance level of 0.022, which is smaller than 0.05, so it can be concluded that emotional intelligence has a positive and significant effect on employee performance. This shows that high levels of work can significantly affect employee performance. So it can be concluded that the hypothesis (H2) which states that cultural intelligence has a positive and significant effect on employee performance is accepted.

Based on the results of the SPSS t-test (partial) output, the direct influence of the cultural intelligence variable was -0.356 with a significance level of 0.174, which is greater than 0.05, so it can be concluded that emotional intelligence has a negative and insignificant effect on Organizational Citizenship Behavior. This shows that low levels of emotional intelligence can significantly cause Organizational Citizenship

Behavior. So it can be concluded that the hypothesis (H3) which states that emotional intelligence has a positive and significant effect on Organizational Citizenship Behavior is rejected.

Based on the results of the SPSS t-test (partial) output, the direct influence of the emotional intelligence variable was 0.463 with a significance level of 0.074, which is greater than 0.05, so it can be concluded that emotional intelligence has a negative and insignificant effect on Organizational Citizenship Behavior. This shows that high levels of emotional intelligence at work do not significantly dominate employees' feelings of performance. So it can be concluded that the hypothesis (H4) which states that emotional intelligence has a negative and insignificant effect on Organizational Citizenship Behavior is rejected.

Based on the results of the SPSS t-test (partial) output, the direct influence of the Organizational Citizenship Behavior variable was 0.884 with a significance level of 0.000, which is smaller than 0.05, so it can be concluded that Organizational Citizenship Behavior has a positive and significant effect on employee performance. This shows that if an employee's level of Organizational Citizenship Behavior is high, there is a tendency for employee performance to be significantly balanced. So it can be concluded that the hypothesis (H5) which states that Organizational Citizenship Behavior has a positive and significant effect on employee performance is accepted.

Based on the results of direct and indirect path analysis, the results of the influence of Organizational Citizenship Behavior (Ocb) between Cultural Intelligence and Employee Performance can be calculated from the z value of the cultural intelligence variable of 0.082 and because the z value obtained is $0.082 < 1.67$ (level 5%, namely 1.67), then it proves that motivation is unable to mediate the relationship between the influence of Organizational Citizenship Behavior (OCB) on employee performance

Based on the results of the direct and indirect path analysis, the results of the influence of Organizational Citizenship Behavior (Ocb) between Emotional Intelligence on Employee Performance can be calculated from the z value of the emotional intelligence variable of 2.06 and because the z value obtained is $2.06 > 1.67$ (5% level, namely 1.67) then it proves that emotional intelligence is able to mediate the relationship between the influence of Organizational Citizenship Behavior (OCB) on employee performance.

6. CONCLUSION and LIMITATION

Based on the conclusions above, suggestions can be given:

1. Cultural intelligence has a negative and insignificant effect on employee satisfaction and is rejected.
2. Cultural intelligence has a positive and significant effect on employee performance.

3. Emotional intelligence has a positive and significant effect on Organizational Citizenship Behavior.
4. Emotional intelligence has a negative and insignificant effect on Organizational Citizenship Behavior rejected. This provides a brief summary of research results with suggestions for advanced researchers or general readers. The conclusion may include the main points of the article, but does not feature a summary in the conclusion. Authors should explain the empirical and theoretical benefits, economic benefits and any new findings.

REFERENCES

- Adelina, Risma. 2012. *Penilaian Faktor-Faktor Risiko Pada Saat Melakukan Pekerjaan Dengan Metode Manual Tasks Risk Assessment*. Yogyakarta: Prosiding Seminar Nasional Aplikasi Sains & Teknologi (SNAST) Periode III 3 November 2012.
- Agustian, Ary Ginanjar. 2006. *Rahasia Sukses Membangun Kecerdasan Emosi dan Spiritual*. Jakarta: Arga Ang, S., & Dyne, L. V. (2008). *Handbook of cultural intelligence: Theory, measurement, and applications*. New York: ME Sharpe.
- Ang, S., Dyne, L. V., & Tan, M. L. (2011). Cultural intelligence. In Robert J. Sternberg & Scott Barry Kaufman, (Eds.). *The Cambridge Handbook of Intelligence*. Cambridge University Press, pp. 582-602.
- Drejer, A., 2001. "Illustrating Competence Development". *Measuring Business Excellence*. Vol.5. No.3 Setyaningrum dkk., (2016)
- Ghozali, Imam. (2013). *Aplikasi Analisis Multivariate dengan Program IBM SPSS*. Semarang: BP Undip.
- Kotler, P., & Keller, K. L. (2016). *Marketing Management*. Global ed. Harlow, England: Pearson Education Limited.
- Lee, M. J., & Jang, S. S. (2007). Market Diversification and Financial Performance and Stability: A Study of Hotel Companies. *International Journal of Hospitality Management*, 26(2), 362-375.
- Ljubownikow, G., & Ang, S. H. (2020). Competition, Diversification and Performance. *Journal of Business Research*, 112, 81-94.
- Lo, F. Y., & Hsu, M. K. (2016). Business Group's Strategi diversifikasi and Keberlanjutan. *International Journal of Business and Economics*, 15(1), 35.
- Markides, C.C. (1997). To Diversify or not to Diversify. *Harvard Business Review*. 75(6), 93-100.
- Olusoga, S. A. (1993). Market Concentration versus Market Diversification and Internationalization: Implications for MNE Performance. *International Marketing Review*.
- Pratyaksa, R., Sayoc, R. A., Koga, M. M., & Siy, M. D. O. (2015). The Influence of Unrelated Diversification and Ownership Structure on Firm Value: Evidence from Philippine Conglomerates. *DLSU Business & Economics Review* 25, 45-62.