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## Cultural Intelligence Effect on Job Satisfaction over Employee Performance

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**Objectives** – The effect of cultural intelligence on job satisfaction to employee performance at Bear Corps have relationship between cultural intelligence and job satisfaction. Here, the correlation between job satisfaction and employees performance have cultural intelligence and employee's performance. Thus, the assessment has been performed using questionnaires to collect the observation data. Here, we use Structural Equation Model (SEM) modelling to examine the research model. The result shows, a stronger cultural intelligence will increase job employee satisfaction and strong job satisfaction will be encourage the employee performance.

**Keywords:** cultural intelligence, job satisfaction, employee performance, Bear Corps.

### 1. INTRODUCTION

The increasingly with integrated business world has requires by company leaders and employees to quickly and precisely adapt over people with diverse cultural backgrounds in company as a produce collaboration with benefit over company's organization [1]. Company leaders and employees are also required to be able to better understand and be open in accepting cultural differences due to ability is termed cultural intelligence. Cultural intelligence have a three dimensions such as intercultural engagement, cultural understanding, and intercultural communication. Intercultural involvement includes motivation to achieve positive results over intercultural mix. This motivation can be developed from purpose of external encouragement such as develop strategies and innovations. Here, the strategies can be come from internal encouragement curiosity. The understanding culture requires knowledge of one's own culture and other cultures. Cultural understanding also includes flexibility and the ability to transfer experience from one culture to another while intercultural communication activity and communication during cultural meetings have a various types of interpersonal communication such as listening, questioning, summarizing, agreeing, and not agreeing.

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These include skills that have been learned to manage relationships with others. Cultural intelligence brings benefits to the organization in various aspects. The benefits are in understanding customers, managing human resources (HR), adjusting leadership style, and increasing the effectiveness of employee communication. This cultural intelligence can also affect employee job satisfaction. Job satisfaction is the level of pleasure someone feels for his role or work in the organization. The individual level of satisfaction can be received due to various aspects in the work situation of the organization which is they work. It is possible that global manager's over job satisfaction is related to their cultural adaption or adjustment which is has been theoretically and empirically established as an outcome of cultural intelligence [1, 2] and as an antecedent to performance. Similarly, the literature suggests that cultural intelligence may be associated with expatriate's satisfaction in the form of comfort or lack of culture shock [3]. Those constructs may be related, they are distinct and not unequivocally interchangeable. Strong culture and good human resource management are tools to improve strategy market in company. The result of a strong culture is culture will improve consistent behavior that can create company effectiveness that is influenced by employee performance.

However, if the culture is not good, then the achievement of company goals is not achieved. The success or improvement of employees is almost always associated with a strong culture that has a greater impact on employee performance. The more employees who accepted company's core values and commitment of employees values, the stronger the culture of the company. A strong culture will obviously have a big influence on the attitude of a company compared to a weak culture. A strong culture will show a high agreement about the company's goals among its employees. That way will affect employee performance in achieving organizational goals [4]. Previous research on cultural intelligence, job satisfaction and employee performance has been carried out. The thing that distinguishes this research from previous research is the object of research from this study, namely the Bear Corps, besides the differences in indicators used in research, as well as the causal influence between cultural intelligence, job satisfaction and employee performance. We obtain that there is still a need to re-understand the understanding of cultural intelligence, job satisfaction and employee performance to be a suggestion for the object of the research. Thus, the purpose of the research to be achieved is to analyze the influence of cultural intelligence on job satisfaction. In addition, it also analyzes the effect of job satisfaction on employee performance and analyzes job satisfaction mediating the relationship between cultural intelligence and employee performance.

## 2. METHODOLOGY

### A. Cultural Intelligence

Cultural Intelligence has many definitions, in UNESCO declaration (1995) in the role of culture in the age of globalisation is in terms of involvement, acceptance and understanding of cultural diversity, differences and values, and respecting the rich diversity of cultures [5]. Cultural intelligence is a kind of intelligence is very strong correlation with the diverse working environment. The ability to adjust the values, traditions, and customs are different from what someone used to have in their cultural context and working in a different cultural environment represents the cultural intelligence [6]. Culturally intelligent persons are competent and effectual in multiple intercultural interactions as opposed to just a single or a few such exchanges [7]. CQ depicts the capability to not simply adjust to but actually influence the cross-cultural exchange [8]. Cultural intelligence is individual ability to understand, interpreter, and act effectively in situations that have cultural diversit [9]. Cultural intelligence consists of three components such as the cognitive dimension, the physical dimension, and the emotional and motivational dimension [10]. A cultural intelligence has four components such as metacognitive component of cultural intelligence, behavioural component of cultural intelligence, motivational

component of cultural intelligence, and cognitive component of cultural intelligence.

### B. Job Satisfaction

Job satisfaction is related to one's state of mind or his/her feelings concerning the nature of the job [11]. Job satisfaction can also be referred as emotional work orientation towards one's current situation [12]. Job satisfaction survey was developed model to measures "pay as pay and remuneration, promotion, opportunities, supervision as an immediate supervisor, fringe benefits as a monetary and non-monetary fringe benefits. Here, the contingent rewards such as appreciation, recognition, and rewards for good work, operating procedures as operating policies and procedures, co-workers as people you work with, nature of work as job tasks, and communication as communication within the organization". Researchers differentiate worldwide assessment of job satisfaction using a variety of work aspects such as pay, promotion, peers, supervisors, work groups, and the job itself. Every individual who works in an organization expects to get everything have a beneficial. Their views on the conditions of their working environment and feelings satisfaction or dissatisfaction with these conditions will be affect them in their work. In general understanding of job satisfaction which is illustrates that job satisfaction is a relationship between individuals and their environment. Job satisfaction will arise if the individual likes the work and the environment and on the contrary will arise dissatisfaction in an employee if he does not like his job [13]. The several factors that affected a job satisfaction, over employee and the job factor." Employee factors, namely intelligence (IQ), special skills, age, gender, physical condition, education, work experience, years of work, personality, emotions, ways of thinking, perceptions and work attitudes. Job factors, namely the type of work, organizational structure, rank (class), position, quality of supervision, financial security, opportunity for promotion, social interaction and employment relationships.

### C. Employee Performance

Performance is a condition that must be known and informed to certain parties to determine the level of achievement of the results of an organization that is linked to the vision carried out by an organization and to know the positive and negative impacts of an operational policy [14]. The understanding performance is often associated with job performance. Here, job performance is a number of successes that can be achieved in carrying out their work [15]. Based on the definition of performance the meaning of performance or performance can be summed up as follows: "Performance" is the work which may be achieved by a person or group of persons within an organization, in accordance with their respective powers and responsibilities, in an effort to achieve the objectives

of the organization concerned legally, unlawfully and in accordance with the morals and ethics [16]. Based on the above description, it can be synthesized that the performance of employees is the result of work that can be achieved by a person or group of people within an organization, in accordance with the authority and responsibility of each, in an effort to achieve the organization concerned legally, moral and ethical [17]

#### *D. Relationship of Cultural Intelligence On Job Satisfaction To Employee Performance Results*

In particular, the high self-efficacy from someone will improve work attitudes such as job satisfaction [18]. Conversely, individuals who are low in self-efficacy for social interactions in the individual does not know an individual will not be involved in the environment and also may be fail to adapt to the new context. These people tend to show a low cultural intelligence, will be affect a job satisfaction. Self-efficacy is an antecedent to job satisfaction and a driver of cultural intelligence which plays an important role in the environment. Here, an individuals who have high self-efficacy are willing and motivated to overcome obstacles in their environment. The tendency to withdraw is often to discussed as a negative thing related to job satisfaction [18, 19]. This is important in cross-cultural contexts because this assignment involved a high failure risk and often requires unexpected adjustments within the company [20]. Individuals who have self-efficacy tend to be involved in goal setting, which is leads to positive actions and results within the company. Workers who have high cultural intelligence proactively seek efficient ways to engage the corporate environment in pursuing their goals [21]. Objectives that aligned with oneself are associated with job satisfaction because workers must follow goals are aligned happier with this goal, and lead to increased efforts and motivation to achieve them [22]. Further intrinsic motivation tends to be enhanced if the goal important for company and pleases personally. Thus, individuals who pursue challenging goals as a function of high cultural intelligence tend to develop positive attitudes towards their work. Based on the description, the hypothesis proposed in this study is:

*H<sub>1</sub>: Cultural Intelligence is positively related to job satisfaction.*

The relationship between job satisfaction and employee work performance has been firmly established over various organizational behavior literature. The underlying premise is that favorable attitudes about an object lead to employee behavior that fosters or supports it while unfavorable attitudes about an object are related to employee behavior that does not support it [23]. Thus, positive attitudes toward work (e.g. satisfaction) must be associated with employee positive behavior (employee performance) while some studies failed to provide significant evidence about a positive relationship between

these constructs, others have shown a moderate or even strong relationship in their research. It is also need to be investigated if this relationship applies when surveying various types of subjects. The majority of the literature utilizes research on students or domestic workers as subjects [24]. The best of our knowledge, this research to examine the relationship between job satisfaction and the performance of these objects. Based on the description, the hypothesis proposed in this study is:

*H<sub>2</sub>: Job satisfaction has a significant influence on employee performance.*

The relationship of performance to cultural intelligence with work can be found in several empirical studies. First, a positive correlation between overall cultural intelligence and performance in their study of 382 Filipino workers working in Taiwan's manufacturing industry [25]. Secondly, expatriates based in multinational companies in Malaysia and found a positive influence on cultural intelligence on performance. However, the authors used a scale of 13-item diminished cultural intelligence divided into awareness scales and interactions rather than overall multidimensional constructs. The performance workers only found significant evidence of the relationship between performance of cultural intelligence for behavioral and meta-cognitive components that contradicted the overall cultural intelligence effect [26]. In short, while the authors mentioned above have made a significant step in understanding the relationship of cultural intelligence performance, there are still opportunities for evidence of employee performance based on the overall construct of cultural intelligence. The theories focus much on the mediation process as an explanation for how and why antecedent variables are related to outcome variables." Thus, supported by constructs of cultural intelligence assumptions, researchers argue that job satisfaction (driven by one's self-concept) can explain how the components of the relationship between cultural intelligence and employee performance [27]. This is based on the idea that job satisfaction is a variable that transmits the effects of cultural intelligence on employee performance. Cultural intelligence theorists propose that cultural intelligence is partly driven by individual self-concept, which increases the opportunities and motivations for adaptation and appropriate behavior in unknown cultural settings. Furthermore, employee job satisfaction comes from positive work experience and individual positive self-concepts. Individuals with high cultural intelligence are more motivated, goal oriented, and have appropriate knowledge that increases job satisfaction. Because job satisfaction has a moderate relationship with the performance of workers, researchers suggest that job satisfaction plays an important role in the relations of workers' cultural performance intelligence. Third variable such as job satisfaction, transmits the influence of independent variables (cultural intelligence) to



the dependent variable (worker performance). So, that the researchers output:

*H<sub>3</sub>: Cultural intelligence has a significant influence on employee performance.*

From the description above, the research model can be described as in Figure 1.



Figure 1. Research Framework

Here, this study was conducted in November 2018 with descriptive analysis using a causality model to see the relationships between variables. In this study, we use data analysis using Structural Equation Modeling (SEM) method. The sampling process is carried out by entire population and the number fulfills the requirements for the SEM method around 100-200 respondents. The object of this research is permanent employees at the Bear Corps where total population is 120 respondents. The aspects studied were cultural intelligence, job satisfaction, and employee performance. The data measurement method uses a likert scale with one to five scale intervals. Thus, in this research focusen on cultural intelligence, job satisfaction, employee performance, and the influence of both of them on employee performance where the results show that from the three hypothesis proposed all data support the hypothesis or all hypothesis are accepted, as SEM testing has been done, and can be seen in Figure 2.

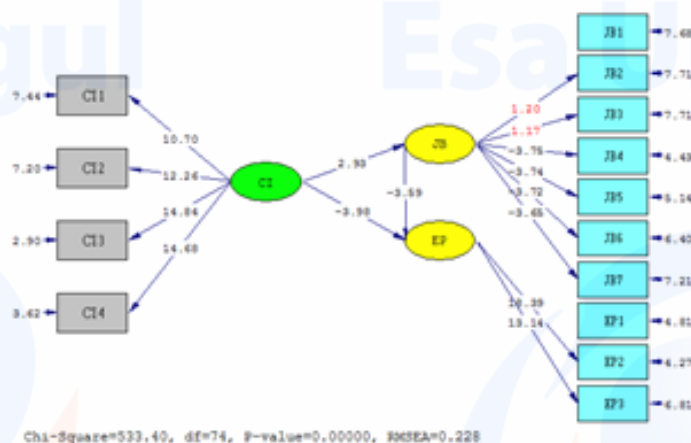


Figure 2. T- Value Diagram

Based on Figure 2. T-Value diagram above which is the hypothesis in this study, the following structural equations presented in Table I

Table I. Hypothesis Testing Research Model

Hypothesis	Hypothesis questions	T-Value	Status
H <sub>1</sub>	Cultural Intelligence is positively related to job satisfaction	2.93	Data supports the hypothesis
H <sub>2</sub>	Job satisfaction has a significant influence on performance	-3.59	Data supports the hypothesis
H <sub>3</sub>	Job satisfaction mediates the relationship between Cultural Intelligence and employee performance	-3.98	Data supports the hypothesis

### 3. RESULT AND DISCUSSION

Results of testing the first hypothesis (H1) obtained the results of the analysis supporting the H1 hypothesis, namely cultural intelligence is positively related to job satisfaction of 2.93. This shows that with high cultural intelligence conditions it will increase job satisfaction. This further reinforces previous research conducted where the results of this study shows that there is a significant influence between cultural intelligence on job satisfaction. So that the higher the cultural intelligence of an employee in the company will increase the job satisfaction of the employee in the company. The results of testing in second hypothesis (H2) obtained the results of the analysis supporting the hypothesis H2, namely job satisfaction has a significant influence on performance of -3.59. This shows that the high job satisfaction of employees in the company will affect the high employee performance. This further reinforces previous research conducted show that there is a significant influence between job satisfaction and employee performance. So that the greater the job satisfaction of employees in the company will result in high employee performance. Results of testing the third hypothesis (H3) obtained the results of the analysis supporting the hypothesis H3, namely job satisfaction mediating the relationship between cultural intelligence and employee performance of -3.98. This shows that with the condition of high cultural intelligence with good job satisfaction, employees will increase employee performance. This further reinforces previous research conducted where the results of the study show that there is a significant influence between cultural intelligence and job satisfaction on employee performance. So that the higher the cultural intelligence of an employee in the company and the better the job satisfaction of the employee, the more employee employee performance in the company will be.

### 4. CONCLUSION

There are three results found in this study, the first is cultural intelligence is positive effect to job satisfaction. This result means that the hypothesis is accepted. In addition, employees with high cultural intelligence will have a positive effect by increasing their self-efficacy.

Self-efficacy is an antecedent to job satisfaction and a driver of cultural intelligence which plays an important role in the company. The second result is job satisfaction will encourage the employee performance. This result means that the hypothesis is accepted. The relationship between job satisfaction and employee work performance has been firmly established in various organizational behavior literature. The underlying premise is that favorable attitudes about an object lead to employee behavior that fosters or supports it. The third result is cultural intelligence will encourage the employee performance. This result means that the hypothesis is accepted. Individuals with high cultural intelligence are more motivated, goal oriented, and have appropriate knowledge that increases job satisfaction. Because job satisfaction has a moderate relationship with the employee performance, if individuals have high cultural intelligence, it will also improve the employee performance. There are several limitations in this research; (1) This research was conducted at the company's center, namely Bear Corps.; (2) The object of this research came from employees at Bear Corps. with different cultures that influence the filling out of the questionnaire; (3) This study only uses cultural intelligence, job satisfaction, and employee performance variable. This research is still very limited because it only examines the extent of cultural intelligence, job satisfaction, and employee performance. So, for the development of further research it is suggested to be able to add other variables such as organizational commitment and ethical climate. Further research is also expected to be carried out on the object of research in other companies that have employees from different culture/backgrounds in order to obtain more objective and representative results with wider coverage.

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