DETERMINATION OF WORKFORCE CULTURAL DIVERSITY, COMPETENCE, AND EMPLOYEE EMOTIONAL INTELLIGENCE ON TEAMWORK WITH MOTIVATION AS AN INTERVENING VARIABLE

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ABSTRACT

This study aims to analyze the determination of workforce cultural diversity, competence, and emotional intelligence on teamwork through employee motivation. Djuwita. The research method uses a quantitative approach with a causality design. The population of this study were all employees at the Djuwita Batam School, totaling 104 people. The sampling technique is total sampling so that the 104 members of the population are used as research samples. Data collection techniques using questionnaires and documentation. Data analysis using SEM analysis with PLS. The results of the study are as follows (1) The direct determination of workforce cultural diversity (X1) on work motivation (X4) has a path coefficient of 0.901 (positive), then an increase in the value of workforce cultural diversity will be followed by an increase in work motivation. (2) The direct determination of competence (X2) on the work motivation variable (X4) has a path coefficient of 27.340 (positive), then an increase in the competency value will be followed by an increase in work motivation. (3) Direct determination of emotional intelligence (X3) on work motivation (X4) has a path coefficient of 1.658 (positive), then an increase in the value of emotional intelligence will be followed by an increase in work motivation (4) Direct determination of workforce cultural diversity (X1) on teamwork (Y) has a path coefficient of 20.196 (positive), then an increase in the value of workforce cultural diversity will be followed by an increase in teamwork. (5) The direct determination of competence on teamwork (Y) has a path coefficient of 1.572 (positive), then an increase in competency value will be followed by an increase in teamwork. (6) The direct determination of emotional intelligence (X3) on teamwork (Y) has a path coefficient of 2.811 (positive), then an increase in the value of emotional intelligence will be followed by an increase in teamwork (7) The direct determination of work motivation (X4) on teamwork (Y) has a coefficient path of 1.520 (positive), then an increase in the value of work motivation will be followed by an increase in teamwork.

Keywords*: workforce cultural diversity, competence, emotional intelligence, work motivation, teamwork*

1. Introduction

A company or organization also consists of various kinds of individuals who have different levels of competence, where an employee is placed in a position or position according to his competence.(Trisliatanto, 2016) For example, employees who have expertise in finance, of course, the company will be given a position to sit in the finance department.(Škrinjarić, 2022) Likewise, individuals who have competence in the field of law or psychology may be more likely to occupy staffing or human resource positions.(Mujtaba, 2015)

Team work in a job makes an employee must interact with his co-workers.(Massie et al., n.d.) Harmonious relationships that must be built by every employee in maximizing team performance, demand good socialization from each individual.(Suprapto, 2017) Information is known that teachers who teach at Djuwita School use a contract system for 2 (two) years. If the performance of the teacher's competence is in accordance with the requirements, then he can be appointed as a permanent teacher of the foundation. However, the reality is that there are more teachers who are not permanent because they are always replaced before the 2-year contract ends due to the reason that competence has not met the school's/foundation's expectations.

The existence of differences in the nominal salary of each employee based on differences in educational strata and the performance of each employee and teacher creates high social jealousy. The difference in the emotional intelligence of each individual in responding to this has an impact on their work motivation which in the end their performance is not optimal as well as team work also decreases.(Khan et al., 2014) Due to the frequent turnover of employees (teachers) working in schools, it is possible that it is more difficult to obtain good team work because it requires adjustments (adaptation) from each employee to be able to accept cultural differences or diversity from each employee.(Cherian et al., 2020)

The process of recruiting employees and teachers at the Djuwita school is carried out not only in one city but more often outside the city or even the province. Thus every employee or teacher who enters must bring a different cultural background, religious belief, and ethnicity. Of course this has an influence on teamwork, as well as employee motivation. (*Culturaldiversityandteamcreativitydraftdocx*, n.d.)

Another phenomenon related to educational institutions is the low competence of teachers even though since the enactment of Law no. 14 of 2005 concerning Teachers and Lecturers, the government has improved the welfare of teachers by providing professional allowances for teachers who are certified educators.(Sumartini et al., 2021) However, this does not guarantee an increase in teacher performance or competency. Based on the search results for information about the results of the Teacher Competency Test (UKG) on the Ministry of Education and Culture website, information was obtained that the average UKG score in the Riau Islands in 2015 was 54.72, still below the KKM 55 as targeted by the government.(James O. O, Francisca Mbutitia, Mohammed, 2019) This shows that teacher competence has not met the government's expectations because it is still below the minimum standards set by the government.

Based on the background and identification of the problem, the formulation of the research problem is (1) Does workforce cultural diversity determine work motivation at Djuwita School? (2) Does competence determine work motivation at Djuwita School? (3) Does emotional intelligence determine work motivation at Djuwita School? (4) Does workforce

cultural diversity determine team work at Djuwita School? (5) Does competence determine teamwork at Djuwita School? (6) Does emotional intelligence determine team work at Djuwita School? (7) Does work motivation determine team work at Djuwita School?

2. Research Method

The research method uses a quantitative approach with a causality design. The population of this study were all employees at the Djuwita Batam school, totaling 104 people. The research was conducted in September-October 2022. The sampling technique was total sampling so that the 104 members of the population were used as the research sample. Data collection techniques using questionnaires and documentation. Data analysis using SEM analysis with PLS. (Sudarsono et al., 2020)

3. Result and Discussion

Internal consistency analysis is a form of reliability used to assess the consistency of results across items on the same test. Internal consistency testing uses a composite reliability value with the criteria of a variable being said to be reliable if the composite reliability value is > 0.600 (Sarstedt et al., 2020).

Table 1. Internal Consistency Analysis

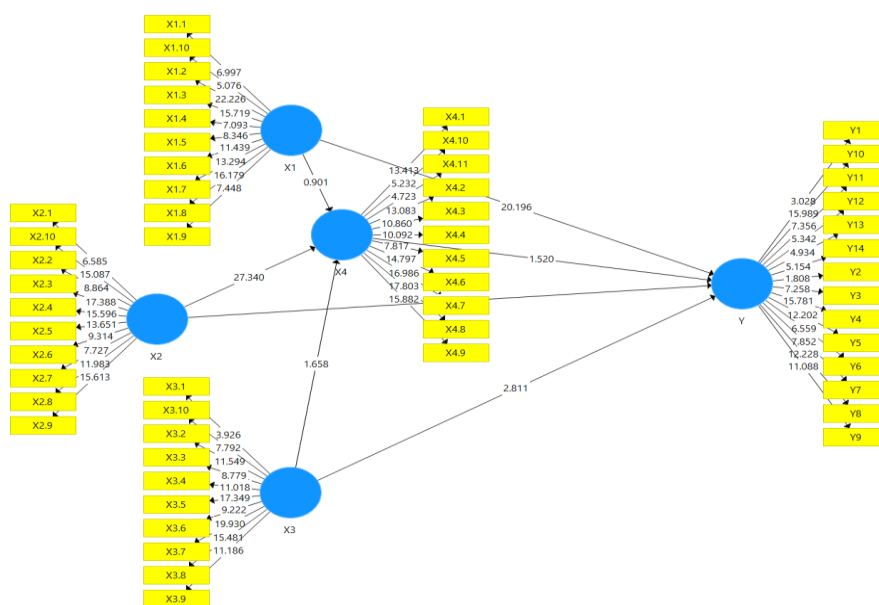| Variable	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extract (AVE)
X1	0.874	0.881	0.899	0.576
X2	0.901	0.908	0.919	0.534
X3	0.912	0.914	0.928	0.569
X4	0.898	0.909	0.916	0.503
Y	0.883	0.896	0.903	0.506

Source: Data Processing (2022)

Figure 1. Path Analysis Schematic

Based on the internal consistency analysis data in the table above, the results show that variable X1 has a composite reliability value of 0.889 > 0.600, then variable X1 is reliable, then variable X2 has a composite reliability value of 0.928 > 0.600, then variable X2 is reliable, variable X3 has a reliability value composite value of 0.906 > 0.600, variable X3 is reliable, variable X4 has a composite reliability value of 0.913 > 0.600, variable X4 is reliable, variable Y has a composite reliability value of 0.885 > 0.600, variable Y is reliable.

Testing the direct effect hypothesis aims to prove the hypotheses of the effect of a variable on other variables directly (without intermediaries). If the path coefficient value is positive, it indicates that an increase in the value of one variable is followed by an increase in the value of another variable. If the path coefficient value is negative, it indicates that an increase in one variable is followed by a decrease in the value of another variable. If the probability value (P-Value) < Alpha (0.05) then Ho is rejected (the influence of a variable on other variables is significant). If the probability value (P-Value) > Alpha (0.05) then Ho is rejected (the effect of a variable on other variables is not significant)

Table 2. The Direct Effect Hypothesis

Variable	Original Sample	Sample Mean	Standard Deviation	T Statistic	P Values
X1 -> X4	0.031	0.024	0.034	0.901	**0.037**
X1 -> Y	0.896	0.901	0.044	20.196	**0.000**
X2 -> X4	0.908	0.907	0.033	27.340	**0.000**
X2 -> Y	-0.103	-0.094	0.066	1.572	**0.012**
X3 -> X4	0.071	0.078	0.043	1.658	**0.010**
X3 -> Y	0.168	0.157	0.060	2.811	**0.006**
X4 -> Y	0.103	0.087	0.068	1.520	**0.013**

Source: Data Processing (2022)

1. The direct effect of variable X3 on variable X4 has a path coefficient of 1.658 (positive), then an increase in the value of variable X3 will be followed by an increase in variable X4. The effect of the variable X3 on X4 has a P-Values of 0.010 <0.05, so it can be stated that the effect between X3 and X4 is significant.
2. The direct effect of variable X3 on variable Y has a path coefficient of 2.811 (positive), then an increase in the value of variable X3 will be followed by an increase in variable Y. The effect of variable X3 on Y has a P-Values of 0.006 > 0.05, so it can be stated that the effect of X3 on Y is significant.
3. The direct effect of variable X4 on variable Y has a path coefficient of 1.520 (positive), then an increase in the value of variable X4 will be followed by an increase in variable Y. The effect of variable X4 on Y has a P-Values of 0.013 > 0.05, so it can be stated that the effect of X4 on Y is significant.
4. The direct effect of variable X1 on variable X4 has a path coefficient of 0.901 (positive), then an increase in the value of variable X1 will be followed by an increase in variable X4. The effect of the variable X1 on X4 has a P-Values of 0.037 <0.05, so it can be stated that the influence between X1 and X4 is significant.

5. The direct effect of variable X1 on variable Y has a path coefficient of 20.196 (positive), then an increase in the value of variable X1 will be followed by an increase in variable Y. The effect of variable X1 on Y has a P-Values of 0.000 > 0.05, so it can be stated that the influence between X1 on Y is significant.

6. The direct effect of variable X2 on variable X4 has a path coefficient of 27.340 (positive), then an increase in the value of variable X2 will be followed by an increase in variable X4. The effect of the variable X2 on X4 has a P-Values of 0.000 <0.05, so it can be stated that the effect between X2 and X4 is significant.

7. The direct effect of variable X2 on variable Y has a path coefficient of 1.572 (positive), then an increase in the value of variable X2 will be followed by an increase in variable X4. The effect of variable X2 on Y has a P-Values of 0.012 <0.05, so it can be stated that the effect of X2 on Y is significant.

Testing the indirect effect hypothesis aims to prove the hypotheses of the effect of a variable on other variables indirectly (through an intermediary). If the value of the coefficient of indirect effect > the coefficient of direct effect, then the intervening variable mediates the relationship between one variable and another. Conversely, if the indirect effect coefficient < direct effect coefficient, then the intervening variable does not mediate the relationship between one variable and another variable.

Table 3. Indirect Effect Hypothesis

Variable	Original Sample	Sample Mean	Standards Deviation	T Statistics	P Values
X1 -> X4 -> Y	0.003	0.001	0.004	0.769	**0.044**
X2 -> X4 -> Y	0.094	0.079	0.063	1.495	**0.014**
X3 -> X4 -> Y	0.007	0.006	0.007	1.110	**0.027**

Source: Data Processing (2022)

1. Based on the table above, the coefficient value of the indirect effect of variable X1 on Y is 20.196 > 0.769 (direct effect of X1 on Y). Thus it can be stated that X4 mediates the influence of X1 on Y.

2. 2. Furthermore, the coefficient value of the indirect effect of variable X2 on Y is 1.572 > 1.495 (direct effect of X2 on Y). Thus it can be stated that X4 mediates the influence of X2 on Y.

3. 3. Then, the coefficient value of the indirect effect of variable X3 on Y is 2,811 > 1.110 (direct effect of X3 on Y). Thus it can be stated that X4 mediates the influence of X3 on Y.

The coefficient of determination (R Square) aims to evaluate the accuracy of the prediction of a variable. In other words, to evaluate how the variation in the value of the dependent variable is affected by the variation in the value of the independent variable in a path mode

Table 4. Coefficient of Determination

Variable	R Square	Adjusted R Square
X4	0.949	0.947
Y	0.987	0.986

Source: Data Processing (2022)

The table above shows that the effect of X1, X2 and X3 on X4 (e1) is 0.949, which means that the influence of X1, X2 and X3 on X4 is 94.90%. Then, the effect of X1, X3 and X4 on Y is 0.987, meaning that the influence of X1, X3 and X4 on Y is 98.70%

4. Conclusion

1. The direct determination of workforce cultural diversity (X1) on work motivation (X4) has a path coefficient of 0.901 (positive), then an increase in the value of workforce cultural diversity will be followed by an increase in work motivation. The determination of workforce cultural diversity on work motivation has a p-value of 0.037 <0.05, so it can be stated that the determination of workforce cultural diversity on work motivation is significant.

2. The direct determination of competence (X2) on the work motivation variable (X4) has a path coefficient of 27.340 (positive), then an increase in the competency score will be followed by an increase in work motivation. The determination of competence on work motivation has p-values of 0.000 <0.05, so it can be stated that the determination of competence on work motivation is significant.

3. The direct determination of emotional intelligence (X3) on work motivation (X4) has a path coefficient of 1.658 (positive), then an increase in the value of emotional intelligence will be followed by an increase in work motivation. The determination of emotional intelligence on work motivation has a p-value of 0.010 <0.05, so it can be stated that the determination of emotional intelligence on work motivation is significant.

4. The direct determination of workforce cultural diversity (X1) on teamwork (Y) has a path coefficient of 20.196 (positive), then an increase in the value of workforce cultural diversity will be followed by an increase in teamwork. The determination of workforce cultural diversity on teamwork has a p-value of 0.000 <0.05, so it can be stated that the determination of workforce cultural diversity on teamwork is significant.

5. The direct determination of competence on teamwork (Y) has a path coefficient of 1.572 (positive), then an increase in the value of competence will be followed by an increase in teamwork. The determination of competence in teamwork has a p-value of 0.012 <0.05, so it can be stated that the determination of competence in teamwork is significant.

6. The direct determination of emotional intelligence (X3) on teamwork (Y) has a path coefficient of 2.811 (positive), then an increase in the value of emotional intelligence will be followed by an increase in teamwork. The determination of emotional intelligence on teamwork has p-values of 0.006 <0.05, so it can be stated that the determination of emotional intelligence on teamwork is significant.

7. The direct determination of work motivation (X4) on teamwork (Y) has a path coefficient of 1.520 (positive), then an increase in the value of work motivation will be followed by an increase in teamwork. The determination of work motivation towards teamwork has p-values of 0.013 <0.05, so it can be stated that the determination of work motivation towards teamwork is significant.

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