

EXPLORING THE IMPACT OF WORK CULTURE AND OFFICE MANAGEMENT ON CULTURAL INTELLIGENCE

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ABSTRACT

This study aims to explore the complex relationship between workplace culture, office management systems, and Cultural Intelligence (CQ). Utilizing a detailed literature review approach, the research analyzes the impact of workplace culture and office management systems on the development of Cultural Intelligence (CQ) among employees. Findings emphasize the crucial role of an inclusive work environment and office management systems that support cross-cultural training in enhancing individuals' abilities to adapt and interact with diverse cultures. It was found that an inclusive workplace culture, which values diversity and encourages cross-cultural collaboration, along with office management systems facilitating cross-cultural training and skill development, are key drivers in enhancing individual Cultural Intelligence (CQ). The practical implications of this research are significant. Organizations can utilize these findings to formulate policies and implement management practices that support the development of Cultural Intelligence (CQ) among employees and industrial growth. Additionally, the theoretical implications of this research expand our understanding of the complex dynamics shaping Cultural Intelligence (CQ) within organizational contexts. Moving forward, future research efforts may include empirical investigations to validate observed relationships and further explore additional factors influencing Cultural Intelligence in the workplace. Such efforts promise to enrich our understanding of the intricate dynamics underlying Cultural Intelligence (CQ) and inform strategies aimed at fostering culturally competent workforces.

Keywords: workplace culture, cultural intelligence, organization, office management systems, industrial growth

INTRODUCTION

Globalization has brought about significant changes in the way organizations operate, encouraging more intensive and diverse interactions in the workplace. In this context, Cultural Intelligence (CQ) is becoming an increasingly important competency for employees and managers to succeed in multicultural work environments. Cultural Intelligence (CQ) is the ability to work effectively in culturally diverse environments. CQ includes an individual's ability to interact effectively with people from various cultures, which is very important in improving collaboration, innovation, and organizational performance in the global market (Subroto et al., 2016).

Workplace culture is a set of values, beliefs, and practices that define an organization's internal environment. The work culture formulated in organizational rules and policies can bind employees. Applying a good work culture as a guide will form attitudes and behaviors that are in line with the organization's vision, mission, and strategy. This process produces professional employees with high integrity. Therefore, employees need to create a conducive and open work culture to support good performance (Faizal et al., 2019). A workplace culture that is inclusive and open to cultural differences can encourage the development of CQ, as employees are encouraged to understand and appreciate various cultural perspectives (Nelson et al., 2022). On the other hand, a culture that is homogeneous and less open to differences can limit the development of CQ and reduce the organization's effectiveness in interacting in a global environment.

Office management is the process of planning, organizing, controlling, and coordinating various activities and resources in an office to achieve predetermined goals efficiently and effectively. This includes managing administration, organizing work space, using technology, managing documents, as well as managing time and tasks to ensure daily operations run smoothly and productively (Hamdi, 2020). In addition, office management systems, which include policies, procedures, and tools used to manage daily operations, also play an important role in establishing CQ. Supportive management systems, such as cross-cultural training, inclusive policies, and technology that facilitates global communication, can improve employees' ability to adapt and work effectively in multicultural teams. On the other hand, a management system that is rigid and less adaptive can hinder the development of CQ. Based on research conducted by Chrystho Hendrian Bima Dewantara, Endang Sulistiyani, and Fatchun Hasyim in 2022 regarding the influence of employee performance on organizational culture, work environment, and emotional intelligence. This research aims to analyze the influence of organizational culture, work environment, and emotional intelligence on the performance of employees of the Business Services Division of PT Telekomunikasi Indonesia

Regional IV Semarang. All employees in the Business Services Division were used as the population and sample in this research, using census techniques so that all members of the population were used as samples. Data analysis was carried out using the validity test, reliability test, classical assumption test, T-test, F test, and coefficient of determination using the SPSS 25 program. The results of hypothesis verification and analysis show that organizational culture, work environment, and emotional intelligence have a positive and significant effect on employee performance. Emotional intelligence has a dominant influence in improving employee performance (Bima Dewantara et al., 2022). Based on existing background and research, this article aims to explore the relationship between workplace culture, office management systems, and CQ. By reviewing various relevant research and theories, this study will identify how these elements interact with each other and influence CQ. This research is important because it provides a strong theoretical basis for practitioners and academics to understand the factors that influence CQ and how organizations can optimize their work environments to support the development of this competency. In an era where workforce diversification is becoming increasingly common, understanding these dynamics is crucial. It is hoped that this study will provide valuable insights for the development of policies and practices that support the improvement of CQ in the workplace, as well as contribute to the literature on human resource management and organizational development in a global context.

This article consists of an introduction, research methods, discussion, and conclusions regarding the literature review related to this research. The introductory section contains background and previous research regarding the influence of workplace culture, office management systems, and CQ. The research method contains the literature review method carried out. The discussion in this research contains a detailed explanation of the results of the research study. The conclusion contains general research results and further research steps to support this research.

REVIEW METHODOLOGY

Writing this scientific article uses qualitative methods or literature studies to explore theories and relationships between related variables also to add more informations, we did some interview with employees of PT Samudera Mandiri Sentosa in Bitung, North Sulawesi. We used criterion sampling to sample the participants, Select participants who meet certain criteria to ensure that they have relevant characteristics or experience. In carrying out theoretical analysis and variable relationships, the author refers to references obtained both offline and online. By using this qualitative approach, researchers must consistently refer to literature that is relevant to the methodological hypothesis that has been proposed (A. Manafe et al., 2023). This article adopts a literature review approach using descriptive-analytical methods to explore the influence of workplace culture and office management systems on Cultural Intelligence (CQ). Data for this research will be obtained by searching and selecting literature from various sources, including academic journals, books, conferences, and relevant electronic sources. Data collection was carried out by searching and selecting literature related to the influence of workplace culture and office management systems on CQ through academic databases, digital libraries, and other electronic sources from 2018-2024. Searches were carried out using relevant keywords such as "organizational culture", "workplace culture", "office management system", "Cultural Intelligence", and variations of other keywords.

Data obtained from the literature and interview results will be compiled, analyzed, and synthesized to identify key findings regarding the influence of workplace culture and office management systems on CQ. Data analysis will be carried out descriptively to provide a general overview of the findings found in the literature, as well as analytically to identify existing patterns, trends, and relationships between variables (Yunina, 2019). The results of the analysis will be interpreted to conclude the influence of workplace culture and office management systems on CQ based on the findings from the literature that has been reviewed. Practical and theoretical implications of the study results will also be discussed to provide deeper insight into the topic under study.

RESULTS AND DISCUSSIONS

Research and interview was done in PT Samudera Mandiri Sentosa. PT Samudra Mandiri Sentosa is a tuna canning industry located in Bitung, North Sulawesi, Indonesia. This company was founded in 2012 by acquiring one of the largest tuna canning factories in eastern Indonesia, with a daily capacity of 150 metric tons. In this research, a criterion sampling was used to select participants. The selection criteria are employees who have direct experience in interacting with colleagues from different cultural backgrounds and who have worked at the factory for at least two years. This technique ensures that participants have relevant knowledge and experience regarding work culture and office management in factories. The total population in this study was 20 participants, consisting of 5 employees from the HR Department, 10 employees from Production Department, and 5 employees from Administrative Department

Here are the questions asked during the interview:

Introduction:

"Could you tell us a little about your background and your role at this factory?"

"How long have you been working here, and what has been your experience during that time?"

Work Culture:

"How would you describe the work culture at this factory?"

"What values or core principles are considered important in the work environment here?"

"How does the work culture affect interactions between employees from different departments or teams?"

Office Management:

"How do you assess the management's approach to handling cultural issues or conflicts among employees?"

"What management policies or practices at this factory do you feel support or hinder cultural intelligence?"

"Can you provide an example of a management policy that influences how you interact with colleagues from different cultural backgrounds?"

Cultural Intelligence:

"How do you define cultural intelligence in the context of your work here?"

"In what ways is cultural intelligence important in daily work at this factory?"

"Do you feel that you possess strong cultural intelligence skills? If so, how have you developed them?"

Challenges and Opportunities:

"What is the biggest challenge you face related to work culture and office management at this factory?"

"Have you ever encountered a situation where work culture or management affected your ability to work effectively? Could you elaborate?"

"What opportunities or initiatives at this factory do you feel help improve cultural intelligence among employees?"

Evaluation and Improvement:

"How do you evaluate the effectiveness of management's approach to work culture and cultural intelligence?"

"What changes or improvements do you think could be made to better support the development of cultural intelligence at this factory?"

Closing:

"Is there anything else you would like to add regarding your experience with work culture, office management, or cultural intelligence at this factory?"

"Are there others in this factory who you think could provide additional insights on this topic?"

Here are the answers from the participants:

Work Culture: Most participants described the work culture at the factory as collaborative and results-oriented. They mentioned that values such as teamwork and efficiency are highly emphasized. This work culture affects interactions among employees from different cultural backgrounds by supporting open communication and cross-team collaboration.

Office Management: Participants felt that the managerial approach is quite supportive, particularly through multicultural training initiatives and interpersonal skill development programs. However, some participants felt that the implementation of policies can be inconsistent, with training not always conducted regularly.

Cultural Intelligence: Cultural intelligence is defined as the ability to understand, appreciate, and adapt to cultural differences in the workplace. Participants consider cultural intelligence crucial for addressing communication challenges and ensuring effective cooperation in diverse teams.

Challenges and Opportunities: Major challenges include differences in communication and work habits that can lead to misinterpretations and conflicts. However, there are opportunities through ongoing training programs and team activities involving all employees, which are believed to help enhance cultural intelligence.

Evaluation and Improvement: Evaluations indicate that while management has made efforts to support cultural intelligence, improvements are needed in terms of policy implementation consistency and ongoing training. Participants recommend enhancing multicultural training programs and increasing the frequency of team-building activities.

The interview results indicate that the work culture at the factory strongly supports collaboration and cross-cultural communication, which positively impacts cultural intelligence in the workplace. Although there have been positive efforts from management, challenges such as communication differences and inconsistent policy implementation need to be addressed. Ongoing training and team activities are proposed as solutions to enhance cultural intelligence and strengthen relationships among employees. Improvements in managerial policy implementation and the provision of more regular training are considered essential to support the development of cultural intelligence at the factory.

The Influence of Workplace Culture on Cultural Intelligence

Research conducted by Rofiqi and Nida Hasanati in 2024 discusses Transformational Leadership and Cultural Intelligence as factors that influence employees' innovative work behavior. This research shows that the effectiveness of employee performance is greatly influenced by the level of involvement and closeness between the leader and his subordinates. This closeness provides additional trust and attention to employees, especially those who demonstrate innovative work behavior. When they feel cared for by leaders, employees tend to produce creative ideas that are beneficial to the organization, as well as influencing other employees to do the same. Employees who have Cultural Intelligence will more easily adapt to the work environment, increasing innovative work behavior in the organization (Rofiqi & Hasanati, 2024).

Research conducted by Anshari Al Ghaniyy and Sari Zakiah Akmal in 2018 shows that there is a correlation between adaptability and Cultural Intelligence (CQ) in Indonesian students who are studying abroad. Adaptability in a cultural context refers to an individual's skills to adapt to new environments, while Cultural Intelligence includes the ability to learn, manage, and interact effectively in a culturally diverse society. The research results show a significant relationship between internal cultural knowledge (ICK) and the ability to adapt in a cultural context, while effective cultural flexibility (ECF) does not show a significant relationship with the ability to adapt in a cultural context (Ghaniyy & Akmal, 2018).

The results of other research by Nur Faliza and Effan Fahrizal in 2022 show that there is a relationship between cultural intelligence and cross-cultural adjustment related to workers in global or cross-cultural cultures. Cultural intelligence, together with openness to experience, has a strong correlation with the four aspects of cultural intelligence, namely metacognitive CQ, cognitive CQ, motivational CQ, and behavioral CQ. Therefore, individuals who have openness to experience tend to be better able to adapt to cross-cultural situations faced in global assignments. Thus, working in a cross-cultural environment is not easy, so you need to have the ability to adapt to various new cultural environments (Faliza & Fahrizal, 2022).

Literature studies show that workplace culture has a significant impact on the development of employee Cultural Intelligence (CQ). A workplace culture that is inclusive, open to diversity, and encourages intercultural collaboration tends to increase an individual's ability to understand and adapt to various cultures. Conversely, a workplace culture that is limited, rigid, and less supportive of diversity tends to hinder the development of CQ.

The Influence of Office Management Systems on Cultural Intelligence

Research by Sebastian Stoermer, Samuel Davies, and Fabian Jintae Froese in 2021 on how office context influences the impact of cultural intelligence (CQ). Analysis of cross-survey results shows that CQ is positively correlated with being integrated into the organization. Overall, it was found that CQ is positively correlated with knowledge sharing, and is integrated into management acting as a mediator in the relationship (Stoermer et al., 2021).

The influence of office management systems on cultural intelligence refers to how the systems implemented in an office or organization can influence an individual's ability to understand, manage, and interact effectively in a multicultural environment. Office management systems include the policies, procedures, practices, and technology used in organizing tasks and interactions between members of an organization. An office management system that supports diversity and inclusion can create a work environment that promotes cultural intelligence.

For example, research conducted by Lakshmi Nair and Oluwaseun A. Adetayo in 2019 regarding policies that facilitate cross-cultural teamwork can help employees develop the ability to interact and adapt to various cultures (Nair & Adetayo, 2019). The research results also show that office management systems that do not support diversity or are less inclusive can be an obstacle to the development of cultural intelligence. Such policies inhibit intercultural collaboration, unfairness in assignments or promotions, or lack of resources for cross-cultural training can hinder an employee's ability to learn and adapt to different cultures.

The research reviewed shows that office management systems also play an important role in shaping employee CQ. Supportive management systems, including inclusive policies, procedures that facilitate cross-cultural collaboration, and technology that supports global communication, can improve employees' ability to adapt to a multicultural work environment. On the other hand, management systems that are less adaptive and do not support diversity tend to hinder the development of CQ.

Interaction Between Workplace Culture and Office Management Systems on Cultural Intelligence

Findings from research by Selvi C.H Dethan, John E. H. J. Foeh, and Henny A. Manafe in 2023 show that motivation, work environment, and organizational culture play an important role in influencing employee job satisfaction and performance. Job satisfaction also has a significant impact on employee performance. Furthermore, job satisfaction functions as a mediator between motivation, work environment, organizational culture, and employee performance (Dethan et al., 2023).

The interaction between workplace culture and office management systems on cultural intelligence reflects how cultural dynamics in the work environment and management policies and practices implemented by the organization can influence an individual's ability to adapt and interact with diverse cultures. Workplace culture includes the norms, values, and practices that exist within an organization, while office management systems involve the policies, procedures, and organizational structures that influence how work is organized and carried out. This interaction can occur in a variety of ways. Such a workplace culture that supports diversity and inclusion as well as management practices that promote cross-cultural training and skills development can increase an individual's cultural intelligence. This is supported by research by Risky Nur Adha, Nurul Qomariah, and Achmad Hasan Hafidzi in 2019. The research results show that the performance of employees who increase cultural intelligence is influenced positively and meaningfully by the work environment and culture (Adha et al., 2019). Conversely, a mismatch between a workplace culture that emphasizes homogeneity or indifference to diversity and management policies that do not pay attention to cultural aspects can hinder the development of cultural intelligence.

There is a complex interaction between workplace culture and office management systems in influencing employee CQ. When an inclusive workplace culture is supported by an adaptive and inclusive management system, the possibility of increasing employee CQ becomes greater. Conversely, when there is a mismatch between an inclusive workplace culture and a management system that does not support diversity, the potential for developing CQ will be hampered. Thus, the interaction between workplace culture and office management systems can be a key factor in establishing an environment that supports the growth of individual cultural intelligence in the workplace. Organizations that successfully integrate an inclusive work culture with a management system that supports cross-cultural training and development tend to have team members who are better able to adapt to diverse cultures and carry out tasks more effectively in a multicultural environment.

PRACTICAL AND THEORETICAL IMPLICATIONS

The results of this literature review have significant practical and theoretical implications. Practically, organizations can utilize these findings as a basis for designing management policies and practices aimed at supporting the development of employee cultural intelligence (CQ). In this way, organizations can create a work environment that facilitates cross-cultural learning and strengthens individuals' adaptability to diverse cultures (Tamimi et al., 2022). Theoretically, this study contributes to enriching our understanding of the factors influencing the development of CQ as well as the complex relationship between workplace culture, office management systems, and cultural intelligence. This helps readers better understand how organizational dynamics and work environments interact with individual factors to shape levels of cultural intelligence. Thus, this study not only provides practical insights for organizational practitioners but also plays an important role in developing theories related to cultural intelligence in the workplace.

CONCLUSION

The conclusion of this article is that workplace culture and office management systems have a significant influence on individual cultural intelligence (CQ). Findings suggest that work environments that promote diversity, inclusivity, and cross-cultural awareness, as well as office management systems that support cross-cultural skills training and development, can improve individuals' ability to adapt to diverse cultures and interact effectively in multicultural environments.

Limitations of this study include a focus on literature review and analysis of the relationships between workplace culture, office management systems, and cultural intelligence, without involving empirical data. Additionally, this research may be limited by resource constraints, such as the availability of relevant literature and time to conduct a comprehensive review.

Steps for further research could include empirical research involving surveys or interviews with respondents from various organizations to test the relationship between these variables directly. Further research could also explore

additional factors that may influence cultural intelligence, such as leadership, organizational structure, or individual characteristics. Additionally, future research could consider different cultural contexts and their impact on the development of cultural intelligence in the workplace.

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