DIJEMSS:
Dinasti International Journal of Education Management and Social Science
E-ISSN: 2686-6331
P-ISSN: 2686-6358
https://dinastipub.org/DIJEMSS dinasti.info@gmail.com +62 811 7404 455
DINASTI PUBLISHER

DOI: https://doi.org/10.38035/dijemss.v6i1
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Received: 20 August 2024 | **Revised:** 19 October 2024 | **Publish:** 19 October 2024

The Influence of Employee Cross-Cultural and Motivation on Employee Performance Through Corporate Ethics as a Mediating Variable in DPU Bank Indonesia

Muhammad Syafiq Maricar [1], Suprapto[2]
[1]Mercu Buana University, Jakarta, Indonesia, m_syafiqm@bi.go.id.
[2]Mercu Buana University, Jakarta, Indonesia, suprapto@mercubuana.ac.id.

Corresponding Author: m_syafiqm@bi.go.id[1]

Abstract: This study aims to analyze the influence of employee cross-cultural diversity and motivation on employee performance through corporate ethics at Bank Indonesia. The population for this study consists of permanent employees of Bank Indonesia, with a sample size of 228. The data analysis method used is the Structural Equation Model-Partial Least Square (SEM-PLS). Key findings of the research indicate that cross-cultural diversity among employees positively and significantly affects employee performance. Similarly, work motivation also has a significant positive impact on employee performance. However, both cross-cultural diversity and work motivation do not show a statistically significant relationship with corporate ethics. Furthermore, corporate ethics does not have a statistically significant relationship with employee performance. Specifically, there is no significant mediating effect of corporate ethics on the relationship between cross-cultural diversity as well as work motivation and employee performance. The conclusion of this study is that although cross-cultural diversity and work motivation significantly impact employee performance, their influence through corporate ethics is not statistically significant. Therefore, organizations should focus more on creating an environment that supports cultural adaptation and motivation enhancement, while continuously evaluating and strengthening corporate ethics practices

Keyword: Employee cross-cultural, motivation, employee performance, corporate ethics.

INTRODUCTION

The level of person-to-job fit at Bank Indonesia by the end of the first quarter of 2023 was at 90% (BI, 2023). This represents a decrease of 0.95% from 2022, when the person-to-job fit of Bank Indonesia's human resources was 90.95% (BI, 2022). At Bank Indonesia, employees come from diverse ethnic, linguistic, and cultural backgrounds. Understanding this dynamic is crucial because it can enhance team collaboration, facilitate better communication, and foster innovation and creativity through various perspectives. In a multicultural work environment, effective communication is key. A good understanding of cultural differences can reduce misunderstandings and conflicts while improving team performance. This is particularly relevant at Bank Indonesia, where policy and operational decisions often involve

collaboration between departments that may have different cultural backgrounds. Employees who feel valued and understood in the context of their culture tend to be more motivated and satisfied with their jobs. This has a direct impact on productivity and overall performance. Cultural understanding can directly contribute to the organization's effectiveness in fulfilling its duties and responsibilities at Bank Indonesia.

In carrying out their duties, employees at Bank Indonesia uphold moral principles and standards of conduct from the code of ethics and guidelines for behavior at Bank Indonesia, both in the workplace and in the community. This includes upholding integrity and professionalism; avoiding conflicts of interest; maintaining independence and impartiality; being fair; and upholding decency, courtesy, and community behavior.

The cultural diversity of employees at Bank Indonesia, their varied motivations, and the understanding of corporate ethics adopted from the concept of law enforcement institutions, which are not yet fully understood by employees, are new areas of study to deepen relevant indicators that drive employee performance.

In organizations with diverse cultures, employees' cross-cultural communication and management skills impact innovation behavior (Li et al., 2021). Organizational culture and leadership style positively affect employee performance, with motivation serving as an intervening variable (Mubarok, 2022). Organizational culture positively influences employee performance, and leaders must consider organizational culture factors to enhance performance (Rachman et al., 2022). Based on the findings of previous studies, Hypothesis 1 is concluded.

- Hypothesis 1: Employee cross-cultural skills have a positive and significant impact on employee performance.

Work motivation is a psychological drive that moves individuals to perform their tasks or jobs well. This motivation can be internal (coming from within the individual) or external (influenced by external factors). Work motivation is crucial because it affects performance, job satisfaction, and overall success for both individuals and the organizations they work for.

According to relevant references, work motivation has a significant and positive influence on employee performance (Paais & Pattiruhu, 2020; Al-Kharabsheh et al., 2023; Hariadi & Muafi, 2022; Riyanto et al., 2021; Rosalia et al., 2020; Diantari, 2023; Hendy Tannady, 2023; Zaman & Zulganef, 2023). The effect of work motivation on performance is direct and greater than the indirect effect through job satisfaction (Pancasila et al., 2020). Based on findings from previous research, Hypothesis 2 is concluded as follows:

- Hypothesis 2: Work motivation has a positive and significant effect on employee performance.

Corporate ethics and employee performance are two closely related aspects of organizational management. Corporate ethics refer to the norms, values, and moral principles that guide the behavior and business decisions of a company. Employee performance, on the other hand, relates to how effectively and efficiently employees carry out their duties and responsibilities.

Corporate philanthropy and ethical climate positively impact employee performance (Zhao et al., 2020; Yasin, 2020). Additionally, organizational culture, employee engagement, and corporate image positively affect employee loyalty and business performance, which are significantly influenced by employee loyalty (Osman et al., 2022). Based on findings from previous research, we conclude Hypothesis 3:

- Hypothesis 3: Corporate ethics have a positive and significant impact on employee performance.

Cross-cultural refers to interactions between individuals or groups from different cultural backgrounds. In an organizational context, it often relates to how companies manage and integrate cultural diversity in the workplace. Understanding and appreciating cultural differences are essential for effective communication, teamwork, and overall business success.

Corporate ethics pertain to the moral principles and values that guide behavior and decision-making within an organization. Corporate ethics include integrity, honesty, fairness, and responsibility. Strong ethics in the workplace are crucial for maintaining a company's reputation, fulfilling social responsibilities, and preventing legal violations. It also affects customer and employee trust and loyalty.

Ethical leadership plays a significant role in shaping the ethical behavior of team members in a global context (Presbitero & Teng-Calleja, 2019). It has been found that ethical leadership influences cross-team knowledge sharing, thereby extending its impact in cross-team collaboration (Tu et al., 2020). Moreover, ethical leadership correlates with transformational leadership, emphasizing the importance of role modeling by team leaders (D. Kim & Vandenberghe, 2020). Additionally, workforce diversity, including cross-cultural and multicultural employees, is a common and crucial aspect for multinational organizations globally (Al Doghan et al., 2019). The influence of gender diversity, not only among executives but also general employees, directly and indirectly impacts corporate decision-making and social contributions (Rhee et al., 2023). Cross-cultural training, which includes cultural dynamics, interpersonal skills, and ethical teachings, is vital for managing cross-cultural conflicts in multicultural teams (Rahman, 2019). Based on findings from previous research, Hypothesis 4 is concluded.

- Hypothesis 4: Employee cross-cultural experience has a positive and significant effect on corporate ethics.

Work motivation is the internal or external drive that moves employees to perform their tasks. It can stem from intrinsic job satisfaction, recognition, promotions, financial incentives, or other external factors. High motivation is often associated with higher productivity, creativity, and commitment to the company. Motivated employees tend to have better performance and less absenteeism. Corporate ethics relate to the moral values and principles that guide a company's behavior. This includes honesty, transparency, responsibility, and fairness in business. Good corporate ethics are essential for building trust and credibility with customers, employees, investors, and society. It also helps prevent legal violations and ethical conflicts.

Motivation plays a significant role in shaping a company's ethical behavior. Research has shown that expectations of corporate social responsibility (CSR) in economic and ethical terms are related to situational motivation regarding corporate misconduct (S. Kim et al., 2019). Furthermore, intrinsic motivation is negatively related to corporate hypocrisy, indicating the influence of motivation on ethical behavior (Zhao et al., 2020). Additionally, ethical leadership and environmentally friendly transformational leadership have been proven to positively impact sustainable company performance and sustainability through motivation (Widisatria & Nawangsari, 2021; Kurniasih & Nawangsari, 2021). Moreover, female representation on corporate boards is associated with higher ethical performance, emphasizing the importance of mitigating gender imbalances in ethical behavior (Briano-Turrent, 2022). These findings highlight the diverse influence of motivation on corporate ethical behavior, encompassing CSR expectations, hypocrisy, leadership, and gender representation. Based on findings from previous research, Hypothesis 4 is concluded.

- Hypothesis 5: Work motivation has a positive and significant effect on corporate ethics.
- Hypothesis 6: Employee cross-cultural competence has a positive and significant effect on employee performance through corporate ethics as a mediating variable.
- Hypothesis 7: Work motivation has a positive and significant effect on employee performance through corporate ethics as a mediating variable. The problem formulation contains article questions that must be explained in the discussion and answered in the conclusion.

METHOD

The data analysis method used in this study is path analysis. Path analysis is employed to process and analyze data, as well as to test the measurement model and hypotheses, with results that can only be applied to the population. The questionnaires completed by the respondents will be screened for completeness, and only those that are fully completed will be used. The selected data will be entered using Microsoft Excel and then processed using SmartPLS for path analysis. The latent variables and indicators in this study are presented in Table 1.

Table 1. Latent variable and research indicator

Laten	Indicators	Code
Employee performance (Y) (Anggraeni et al., 2021)	Competence	SM01
	Adaptability	SM02
	Communication Skills	SM03
	Decision Making	SM04
	Cooperation	SM05
	Conflict and Resolution	SM06
	Synergy and Team Performance	SM07
	Organizational Structure	SM08
	Resources and Support	SM09
Employee Cross Cultural (X1) (Monrouxe et al., 2022)	Respect for Authority	SM10
	Centralization of Power	SM11
	Need for Rules	SM12
	Priority for Personal or Group Interests	SM13
	Social Relationships	SM14
	Assertiveness vs. Harmony	SM15
	Focus on Long-term Results	SM16
	Valuation of Savings and Perseverance	SM17
Motivation (X2) (Hardgrove, 2019)	Daily Enthusiasm	SM18
	Job Satisfaction	SM19
	Active Engagement	SM20
	Clear Goal Setting	SM21
	Planning and Organization	SM22
	Consistent Achievement	SM23
	Flexibility	SM24
	Reliability	SM25
	Full Responsibility	SM26
	Continuous Improvement	SM27
	Acceptance of Challenges	SM28
	Rapid Learning and Adaptation	SM29
	Seeking New Opportunities	SM30
Corporate Ethical (Y) (Bank Indonesia, 2022).	Precision of Task Definition	SM31
	Consistency of Decisions with Organizational Values	SM32
	Understanding of Policies and Procedures	SM33
	Anticipation of Potential Conflicts of Interest	SM34
	Transparency in Decision Making	SM35
	Independence	SM36
	Fact and Data-based Decision Making	SM37
	Professional Relationships Maintained with Clear Boundaries	SM38
	Rules, Policies, and Standards Applied Consistently to All Parties	SM39
	Equal Opportunity	SM40
	Fairness in Conflict Resolution	SM41
	Fair Application of Code of Ethics and Standards	SM42
	Use of Polite and Appropriate Language	SM43
	Respect for Others	SM44
	Ethical and Responsible Behavior	SM45

Source: Research data

RESULTS AND DISCUSSION

The data analysis method used in this study is path analysis. Path analysis is employed to process and analyze data, as well as to test the measurement model and hypotheses, with results that can only be applied to the population. The questionnaires completed by the respondents will be screened for completeness, and only those that are fully completed will be used. The selected data will be entered using Microsoft Excel and then processed using SmartPLS for path analysis. The latent variables and indicators in this study are presented in Table 1.

Table 1. Analysis outer model

Uji	Parameter	Rule of Tumbs	Simpulan
Convergent Validity	Faktor Loading (Outer Loading)	>0.7	Fulfilled
	Average Variance Extracted (AVE)	>0,5	Fulfilled
	Communality	>0,5	Fulfilled
Discriminant Validity	Cross Loading	>0.6	Fulfilled
Reliability	Composite Reliability	>0.7	Fulfilled

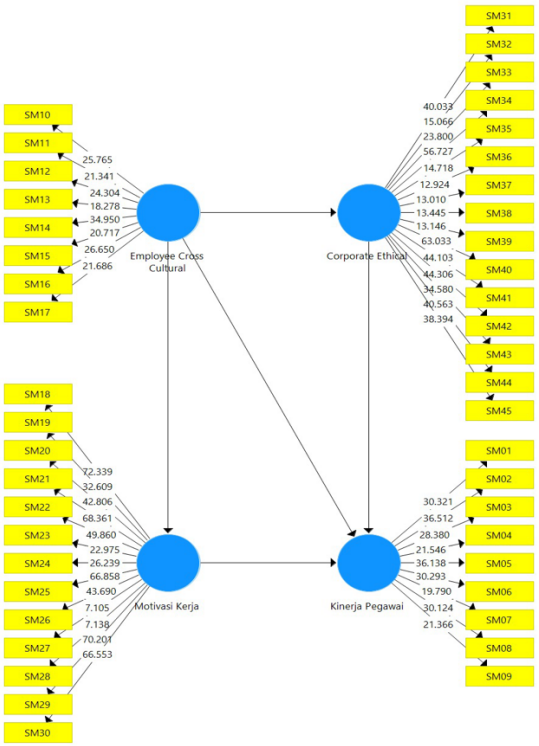
Source: Ghozali (2012)

Table 2. Analysis inner model.

Kriteria	Rule of Tumbs	Simpulan
R-square	0,75; 0.50 and 0.25 showing strong, moderate, and weak models	Moderate

Source: Haier (2020)

The results of the hypothesis testing can be seen in Figure 2, Table 4, and Table 5. The SmartPLS output shows that there is one insignificant direct effect, which is the influence of Corporate Ethical -> Employee Performance. In the indirect effects, two relationships were found to be insignificant: the influence of Employee Cross-Cultural -> Corporate Ethical -> Employee Performance and the influence of Work Motivation -> Corporate Ethical -> Employee Performance. These results indicate that Corporate Ethical does not mediate in the research model. This occurs because the indirect effect through Corporate Ethical is not significant, while the direct effect between X and Y remains significant.



Source: Research Results)

Figure 1. Hasil Bootstrapping Nilai T Statistics

Table 1. Results of Hypothesis-testing

Hypothesis	Relationship	Coefficient	T-stat	P-value	Conclusion
H1	Employee Cross Cultural -> Employee Performance	0.606	9.948	0.000	Significant
H2	Work Motivation -> Employee Performance	0.250	3.559	0.000	Significant
H3	Corporate Ethical -> Employee Performance	0.012	0.155	0.877	Not Significant
H4	Employee Cross Cultural -> Corporate Ethical	0.204	2.999	0.003	Significant
H5	Work Motivation -> Corporate Ethical	0.616	7.223	0.000	Significant
H6	Employee Cross Cultural -> Corporate Ethical -> Employee Performance	0.002	0.152	0.879	Not Significant
H7	Work Motivation -> Corporate Ethical -> Employee Performance	0.007	0.149	0.882	Not Significant

Source: Research data

The Influence of Employee Cross-Cultural on Employee Performance

The research results indicate that Employee Cross-Cultural has a positive and significant impact on Employee Performance. Cultural adaptation and integration in the workplace are critical aspects that support the improvement of employee performance at DPU Bank Indonesia.

Employee performance at DPU Bank Indonesia is predominantly influenced by the Individual Factor Indicator (Adaptability), which involves being open to new ideas and working methods proposed by colleagues or superiors (SM02), with a loading value of 0.843. This indicator encompasses employees' ability to be open to new ideas and working methods suggested by colleagues or superiors. Openness to innovation and new approaches is essential in a multicultural environment where diverse ideas and practices can be integrated to create more effective solutions. This adaptability not only supports individual achievement but also contributes to the organization's overall performance. Furthermore, the Teamwork Factor (Cooperation), where team members support each other in completing tasks (SM05), has a loading value of 0.838. In the context of cross-cultural environments, teamwork becomes more important as it involves understanding and appreciating cultural differences among team members. A collective approach to task completion not only enhances efficiency but also strengthens social relationships and work harmony.

As for the Employee Cross-Cultural Variable, the dominant indicator is Individualism-Collectivism (Social Relationships), which emphasizes building good relationships with colleagues as equally important as individual work achievements (SM14), with a loading value of 0.836. This indicator highlights the importance of building good relationships with coworkers, which aligns with individual work achievements. In a multicultural environment, understanding and appreciating the dynamics of individualism and collectivism can help align individual and group goals, creating a more synergistic and productive work environment.

The research results suggest that employee performance at DPU Bank Indonesia is significantly influenced by factors related to cultural adaptation, teamwork, and harmonious social relationships. Successful integration of cultural diversity not only enhances individual and team performance but also creates added value for the organization as a whole. Organizations may consider further developing training programs and policies that support the development of cross-cultural competencies to strengthen these factors further.

The Influence of Work Motivation on Employee Performance

The results of the study indicate that Work Motivation has a positive and significant effect on Employee Performance. This finding is consistent with Li et al. (2021), Mubarok (2022), and Rachman et al. (2022). Regarding the Work Motivation variable, the dominant indicator is the enjoyment of undertaking new and challenging tasks (Learning and Quick Adaptation), specifically the ability to quickly learn and adapt to new methods or technologies at work (SM29), with a loading value of 0.918. Additionally, the indicator of having targets and goals in work (Clear Goal Setting) reflects having clear objectives in the work performed (SM21), with a loading value of 0.916.

Employee performance at the DPU Bank Indonesia is significantly influenced by individual factors, particularly in terms of adaptability. The adaptability indicator, which includes openness to new ideas and work methods (SM02) with a loading value of 0.843, shows that employees who can adapt to changes and accept new ideas tend to have higher performance. This is very relevant in a dynamic work environment where change is constant.

Furthermore, the team work factor, characterized by cooperation among team members (SM05) with a loading value of 0.838, also significantly contributes to employee performance. This illustrates the importance of having a supportive work environment where team members help and support each other in completing tasks. Effective teamwork is key to achieving optimal work results.

In the Work Motivation variable, the dominant indicator relates to the enjoyment of doing new and challenging work (SM29), with a high loading value of 0.92. This indicates that employees who are enthusiastic about learning and quickly adapting to change tend to be more motivated in their work. This indicator supports the idea that employees who are proactive in learning and adapting to new methods or technologies have higher work motivation.

Another indicator of Work Motivation is having clear targets and goals in work (SM21) with a loading value of 0.911. This implies that employees who have clear and well-defined goals in their work tend to be more motivated to achieve maximum results. Clear and measurable goal setting is key to providing direction and focus in work, which directly impacts motivation levels and ultimately work performance.

Work motivation is synonymous with Entrepreneurial Attitude, where employees at BI must be able to (1) always think positively, (2) be forward-oriented, forward-thinking, and not easily influenced by past events, (3) be undaunted in facing competitors, (4) always be curious, (5) want to give their best to others, and (6) have high spirit and be ready to struggle. Entrepreneurial attitudes have a positive and significant influence on students' entrepreneurial intentions (Suprapto & Agus Herta, 2018).

In conclusion, this study emphasizes the importance of paying attention to and enhancing work motivation factors as well as facilitating an environment that supports adaptability and teamwork. This will not only improve individual performance but also strengthen team dynamics and overall organizational effectiveness at Bank Indonesia.

The Influence of Corporate Ethics on Employee Performance

The research results indicate that Corporate Ethics have a statistically insignificant relationship with Employee Performance. These findings are consistent with Yasin (2020); Lei et al. (2020); Taştan (2019); and Dua et al. (2023). This suggests that ethical practices within organizations, as measured through indicators like avoiding conflicts of interest, do not directly affect how employees perform their tasks or achieve work outcomes.

Although ethical practices are important from a normative and compliance perspective, they may not be directly related to daily tasks that affect employee efficiency or productivity. There may be a lack of effective internalization of ethical practices by employees in their daily work. This could be due to insufficient training or inadequate policies that link ethics with individual performance.

The Influence of Employee Cross-Cultural Factors on Corporate Ethics

The research findings indicate that Employee Cross-Cultural factors have a statistically insignificant relationship with Corporate Ethics. These results align with studies by Sari et al. (2022); Briano-Turrent (2022); D.I. & N.P. (2023); Nurul & Herliansyah (2021); Mago et al. (2022), where the direction of the relationship is positive, but this study did not find a significant effect. The dominant indicator of the Corporate Ethical Variable is Avoiding Conflicts of Interest (Anticipating potential conflicts of interest), where the organization regularly evaluates situations that may lead to conflicts of interest (SM34), with a loading value of 0.898.

This study shows that the relationship between Employee Cross-Cultural factors and Corporate Ethics is statistically insignificant. This finding suggests that cross-cultural employee factors, as represented by the Individualism-Collectivism indicator, do not directly influence ethical behavior within corporations as measured by efforts to avoid conflicts of interest.

Cross-cultural employee factors do not have a direct impact on corporate ethical policies because corporate ethics are often influenced by external factors such as legal regulations, industry standards, and pressures from external stakeholders that may not always correlate with internal cultural norms. Other elements within the organizational structure or policies may moderate or block the influence of employee culture on corporate ethics, such as strong oversight policies or ethical safeguards that render cultural influences relatively invisible.

From these results, the relationship between cross-cultural employee factors and corporate ethics is complex and may be influenced by numerous moderating and mediating variables. Although no direct significant relationship exists, further research may be necessary to explore how internal cultural elements can be more effectively integrated into corporate ethics strategies. Additionally, it is important for organizations to continuously develop and evaluate their ethical policies to ensure they are well-aligned both internally and externally.

The Influence of Work Motivation on Corporate Ethics

The study results indicate that work motivation has a statistically insignificant relationship with corporate ethics. These findings align with Hassi et al. (2021), where the direction of the relationship is positive, but in this study, the relationship is not significant. Although employees may have high motivation and a clear orientation toward work goals and challenges, this does not directly affect the ethical practices within their organization. This can be interpreted to mean that strong work motivation does not always correlate with or influence the level of compliance or ethical behavior within an organization. It suggests that corporate ethics may be more influenced by other factors such as company policies, organizational culture, or strong institutional governance.

These results suggest that although individuals within an organization may be highly motivated and have clear goals, these factors alone are not sufficient to ensure that they will also behave ethically in a corporate environment. More strategies and systems are needed within organizations that are explicitly aimed at enhancing ethical behavior, such as strong policies, ethics training, and effective conflict-of-interest management.

The Influence of Employee Cross-Cultural on Employee Performance through Corporate Ethics as a Mediation Variable

Employee cross-cultural influence does not show a statistically significant effect on employee performance through corporate ethics as a mediation variable. Despite efforts to promote healthy social relationships and strong corporate ethics, its impact on employee performance is not significant. This indicates the need for a more integrated approach and possibly a focus on other aspects such as leadership training, individual competence development, and more effective reward mechanisms that encourage and recognize individual contributions and teamwork in achieving organizational goals. As a suggestion, organizations

may need to reevaluate employee development programs and cultural management strategies to ensure they have a significant impact on performance.

The Impact of Work Motivation on Organizational Performance through Corporate Ethics as a Mediating Variable

Work motivation does not show a statistically significant effect on employee performance through corporate ethics as a mediating variable. This indicates that, although employees may have high work motivation and good corporate ethics, this motivation does not directly enhance employee performance through corporate ethical practices. This could be due to: (1) the independence of factors; work motivation might affect certain aspects of work behavior that are not directly related to corporate ethics. For example, motivation might have a greater impact on individual productivity rather than on ethical decision-making. (2) The strength of internal policies; corporate ethical practices might be highly standardized with little variation among individuals or teams, so differences in work motivation may not be strong enough to cause significant changes through this variable.

CONCLUSION

This study is limited to the variables of employee cross-cultural issues, work motivation, corporate ethics, work motivation, and employee performance. The research subjects are restricted to employees at DPU Bank Indonesia. The actions that human resources can take to encourage improvements in employee performance include enhancing cross-cultural training, focusing on work motivation, evaluating corporate ethics policies, and developing employee development programs.

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