Journal of Social Research

P-ISSN: 2827-9832
E-ISSN: 2828-335x
http://ijsr.internationaljournallabs.com/index.php/ijsr

THE INFLUENCE OF CULTURAL INTELLIGENCE ON SUSTAINABLE INNOVATION BEHAVIOR MEDIATED BY KNOWLEDGE SHARING AND MODERATE BY ORGANIZATION CULTURE

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ABSTRACT

One of the keys to success for a company is the ability to maintain its sustainability in satisfying customers and stakeholders. The aim of this research is to answer the challenges and problems in maintaining business sustainability in the financial industry, including banking. This research includes four main variables, namely Cultural Intelligence, Sharing Knowledge, Organization Culture and Sustainable Innovation Behavior. The result finds that Employee's Cultural Intelligence has a significant effect on Sustainable Innovation Behavior and has no effect on Sharing Knowledge. However, the study shows that Organization Culture can play a role in moderating (strengthening) the influence of Employee's Cultural Intelligence by Sharing Knowledge. On the other hand, Organization Culture is unable to moderate the influence of Employee's Cultural Intelligence on Sustainable Innovation Behavior. Apart from that, it is also known that Sharing Knowledge is unable to mediate the influence of Employee's Cultural Intelligence on Sustainable Innovation Behavior. Companies are encouraged to maintain the condition where employees have the consciousness and understanding in the usage of Culture Knowledge when they interact with each other in diverse cultures and backgrounds, as well as to increase employees understanding of Organization Culture because it can strengthen the influence of Employee's Cultural Intelligence on knowledge sharing efforts.

Keywords: *cultural intelligence, sharing knowledge, organization culture, sustainable innovation behavior*

INTRODUCTION

Sustainable Development Goals (SDGs) known in Indonesia as Sustainable Development Goals (SDGs) is a global commitment launched by the United Nations (United Nations) together with 194 other countries to achieve 17 goals to be realized in 2030. The purpose of establishing the SDGs is to change world conditions. This is an appeal to action in ending poverty and inequality that aims to improve people's economic welfare, protect the earth by improving environmental conditions and ensure that all people can enjoy health, justice and the creation of governance that can improve the quality of life in the future (Bappenas, 2019). Implementation of the SDGs is a priority for governments around the world, but at the same time it is impossible to fund the SDGs without financial resources.

The role of the government in creating environmental empowerment and preservation for the community is one of the concrete evidences in realizing sustainable finance. The realization of sustainable investment, especially those that focus on environmental conservation, is a driving factor in the creation of green investment that has an impact on society (Chandra & Sacipto, 2020). Sustainable finance or known as sustainable finance is one of the efforts that

can be made to achieve this goal (Streimikiene et al., 2021). According to Uswatun Hasanah et al., 2022 sustainable finance is a supporting factor for the implementation of the agenda launched in sustainable development where the final goal can integrate three important aspects, namely economy, environment and governance, better known as ESG (economy, social &; governance).

The financial services industry has an important role in supporting sustainable finance which aims to realize sustainable growth that focuses not only on economic and social aspects, but also on environmental aspects (Keuangan Berkelanjutan, 2014). The benefits of implementing sustainable finance in addition to providing funds for the community also contribute to national commitments related to global warming. In addition, another benefit is to improve the ability of financial service institutions to create resilience and competitiveness to continue to grow and develop sustainably. In an effort to prevent global warming, initiatives are carried out in the form of business activities that play a role in mitigating and adapting to climate change so as to achieve the creation of competitive low-carbon economic conditions.

The strategy of implementing sustainable finance can be carried out through risk management, sustainable economic sector development, environmental and social policies as well as capacity building of partnerships and cooperation (Keuangan Berkelanjutan, 2014). The banking sector, which is mentioned as one of the financial service institutions in POJK number 51 / POJK.03 / 2017, must play a role in supporting the realization of sustainable finance which aims to generate sustainable economic growth by harmonizing economic, social and environmental benefits. As part of the implementation of sustainable finance, banks are required to record and monitor their financing portfolio based on the category of SDGs activities.

According to Weber Olaf &; Feltmate Blair, 2016, the concept of sustainability in the banking world continues to evolve where starting from:

- Social Banking; involving philanthropy, Community Development Program for social development.
- Ethical Banking; Incorporating Business Value and the Application of Code of Ethics in Bank Operations.
- Green Banking; Incorporate an environmental management system, avoiding financing that is harmful to the environment.
- Sustainable Banking; incorporating ESG issues, managing the environment and social impacts in banking activities for sustainable development.

Sustainable finance is acceptable from a business standpoint because it generates financial returns. For example, the economic environment may increasingly provide benefits where a company's sustainable behavior is demonstrated by switching to sustainable products (Claringbould et al., 2019). Sustainable banking can be identified through social, economic and governance dimensions. Banks that can adopt sustainable practices in their business will benefit:

- Able to differentiate themselves from competitors
- Improve reputation among stakeholders
- Attract new customers and excel in product and service development to the community

In general, banks prefer to work in accordance with the rules or regulations that apply in the industry or regulations applied by the government. However, the bank's key performance indicators are not specifically designed to monitor social, environmental and governance (ESG) issues involving financial products and services, but rather monitor economic performance and financial risks without regard to their impact on the environment. In line with what was conveyed by OJK through the Sustainable Roadmap Phase 2 2021-2025 (OJK, 2021) that the global community is currently feeling the effects of climate change. Unbalanced natural cycles lead to increased environmental and social problems. This situation also occurs in Indonesia and is used as a driving force for all stakeholders to assess the importance of introducing environmental, social and governance aspects in all development activities, including banking. There are several challenges that need to be overcome in an effort to change the sustainable mindset. Cooperation between various stakeholders to mitigate and adapt to climate change is key to ensuring that supported investments meet the sustainable category by integrating environmental, social and governance aspects. According to Wimboh Santoso (Chairman of the OJK Board of Commissioners), it was conveyed that the transformation of traditional business thinking towards sustainable business based on leadership and enthusiasm to immediately prepare the direction of development of the financial services sector in the future, must continue to maintain technological developments and sustainable business changes.

One indication of technological development is innovation that changes business processes towards digitalization. These technological advances are expected to be utilized by all sectors of the economy. The development of technological innovation is expected to advance business processes, increase efficiency, and accelerate the flow of information. To support sustainable progress, the big question arises, does it need to be supported by continuous innovation? Will the innovations that have been done today not make the company have a sustainable business? Need more understanding of the meaning of continuous innovation when compared to innovations that are already carried out today by companies. According to (Lee Ju Yong, 2021) There are three things that distinguish sustainable innovation from innovation carried out today, including:

1. Innovations that contribute to sustainable business

   Continuous innovation aims to keep the needs of future generations undisturbed by efforts to meet the needs of the current generation. Therefore, businesses are obliged to actively pay attention to matters related to climate change and human rights in their innovation processes. Companies that make continuous innovation are not just looking for direct profit. They think long-term, about investing in technology and human capital for the future.
2. Innovations that require systematic thinking

   When companies engage in continuous innovation, they don't just focus on their own organization. Instead, they look more broadly at the entire system they are a part of including other companies, the natural environment, as well as stakeholders and communities. They have a good understanding of how their actions affect other organizations and vice versa.
3. Innovation embedded in corporate culture

   Unlike traditional innovation, which is mostly done within a department or research unit and with separate developments, continuous innovation is more likely to be more successful when it is deeply embedded in the company's culture. When sustainability is not

part of the corporate culture, but only the pursuit of short-term profits, it kills creative ideas oriented towards sustainability.

In his description (Lee Ju Yong, 2021) said that sustainable innovation can be realized if innovation itself has become part of the company's culture. Meanwhile, the implementation of corporate culture can be successfully carried out if it is supported by all stakeholders in the company, especially those who are directly involved in the process of running a company, namely leaders and employees. In an era that is dynamic and global conditions that are very fast changing, human resources who are competent, alert and have intellectual intelligence are needed in dealing with it. According to (Afsar &; Umrani, 2020), the sustainability innovation behavior of each individual has an increasingly important influence on the sustainable development of a company. Innovation behavior in individuals in an organization can form the basis on a small scale for an innovation carried out by the company.

With the development of globalization, each individual is increasingly attached to a diverse cultural environment. Effective communication and cultural intelligence (Cultural Quotient) of employees in a diverse and heterogeneous environment greatly impact their behavior and performance and also affect the continuous innovation ability of an organization (Li et al., 2021). In the results of his research shows that the cultural intelligence possessed by the employees of a company turns out to have a positive impact on sustainable innovation behavior. Knowledge sharing by employees plays a mediating role between intelligence and behavior. Knowledge sharing is defined as the process of moving information from one employee to another. In addition, knowledge sharing is the behavior of employees in helping colleagues or coordinating in efforts to find solutions and compile new ideas by sharing information and knowledge (Cummings, 2004). Sharing knowledge is informal or informal but still considered important role in an organization because efforts to share knowledge or information can be done at any time, not limited by need or under certain conditions. When the condition of sharing knowledge occurs, the knowledge or knowledge provided between one another can be in the form of generally accepted information and not limited by certain things.

Employees in an organization or company become an important asset in the process of sharing knowledge. The knowledge and abilities that each individual employee possesses are key factors that influence innovation behavior in an organization. However, continuous innovation owned by individuals is influenced by organizational environmental factors such as organizational culture, organizational cultural diversity, and the atmosphere created by organizational culture differences (Bäckström &; Bengtsson, 2019). Organizational culture is considered the driving force of innovation and providing companies with a lasting competitive advantage, which can serve as a key factor for sustainable development (Yun et al., 2020). Referring to the description presented in this paper, we want to know how "The influence of cutural intelligence on sustainable innovation behavior is mediated by knowledge sharing and moderated by organization culture".

One of the keys to the success of a company is to be able to maintain its sustainability in satisfying customers and stakeholders. To be able to answer the challenges and problems in maintaining business sustainability carried out in the financial industry including banking, researchers have the opportunity to analyze through research that will be carried out which aims to: Analyze the influence of Employee's Cultural Intelligence on Sustainable Innovation

Behavior at CIMB Niaga. Analyzing the influence of Employee's Cultural Intelligence on Knowledge Sharing at CIMB Niaga. Analyzing the effect of Knowledge Sharing on Sustainable Innovation Behavior at CIMB Niaga. Analyze the effect of implementing Knowledge Sharing mediation between Employee's Cultural Intelligence and Sustainable Innovation Behavior at CIMB Niaga. Analyzing the effect of moderation on the implementation of Corporate/Organization Culture between Employee's Cultural Intelligence and Sustainable Innovation Behavior at CIMB Niaga. Analyzing the effect of moderation on the implementation of Corporate / Organization Culture between Employee's Cultural Intelligence and Knowledge Sharing at CIMB Niaga.

METHOD

This research is designed referring to articles submitted by (Li et al., 2021), (Binsaeed et al., 2023), (Jurásek &; Wawrosz, 2023) using a quantitative approach as a research method and carried out explanatory research, which aims to describe causal relationships between variables by conducting hypothesis tests.

The research begins with the stage of identifying problems that will be focused related to the influence of employee's cultural intelligence and knowledge sharing on sustainable innovation behavior. Furthermore, a literature review is carried out to obtain references from articles, journals, books and literature that can support this research in order to obtain accurate and supportive information in solving the problems that have been formulated. The next stage is to determine the variables and data used, either primary data (based on survey results) or secondary data (if needed). Determine the population and sample of the study by selecting target respondents and criteria for respondents who are eligible to fill out the survey. Determine the hypothesis through a temporary conjecture of the influence between the independent variable and the dependent variable. Preparation of questionnaires using Likert scale, then distributing questionnaires to respondents according to criteria and collecting survey result data. Furthermore, perform data processing using software applications. After obtaining the processed data, then analysis data is carried out based on the theory used and draws conclusions from the hypotheses compared with the results of data processing. This research was carried out with the aim of testing hypotheses through data analysis, so that the research design used was hypothesis testing.

Data will be obtained through the results of a survey (which is primary data) that will be conducted at the directorate of business banking, consumer banking and sharia banking that contribute to the development of products and services at CIMB Niaga. The statement items on the questionnaire were designed based on the findings of previous researchers. Data was collected using surveys that provided respondents with a list of questions or written documents to answer (Sugiyono, 2017). Questionnaires are made through Microsoft Form and then shared online either through whatsapp, teams application or email. Sample data collection in this study used non-probability sampling techniques. In this study, the number of indicators used was as many as 32 statement items. So that the total minimum sample used is 32 x 5 = 160 CIMB Niaga employees in the directorate of consumer banking, business banking and sharia banking. The criteria for respondents who can fill out the questionnaire are employees who work at CIMB Niaga and have a scope of work related to business banking, consumer banking and sharia banking

RESULTS AND DISCUSSION

Description of Research Data

In this study, the description of the data to be discussed is the characteristics of respondents based on demographics. The main characteristics obtained based on measurements include gender, age, recent education, length of service as well as the directorate of respondents.

Table 1 Respondent Profile by Gender

Gender	Frequency	Percentage
Man	96	53.93%
Woman	82	46.07%

The characteristics of respondents based on gender referring to table 1 above show that of the 178 people, 96 respondents or 53.93 percent were male, while the remaining 82 respondents or 46.07 percent were female.

Table 2. Profile of respondents by age

Age	Frequency	Percentage
20-29 Year	14	7.87%
30-39 Year	67	37.64%
40-49 Year	70	39.33%
>50 Year	27	15.17%

The characteristics of respondents shown in table 2 above show that of 178 people, 70 respondents aged between 40-49 years or 39.33 percent and respondents aged 30-39 years as many as 67 respondents or 37.64 percent. As for the age category over 50 years, there were 27 respondents or 15.17 percent, the rest were those aged 20 to 29 years with the lowest frequency of respondents at 14 respondents or 7.87%.

Table 3. Respondent Profile by Education

Education	Frequency	Percentage
Diploma	7	3.93%
Bachelor	133	74.72%
Postgraduate	37	20.79%
Doktoral	1	0.56%

The characteristics of respondents based on education level refer to table 3 shown that of the 178 respondents who have formal education dominated by respondents with Bachelor education as many as 133 respondents or 74.72 percent, while the remaining 37 respondents or 20.79 percent are those with postgraduate education, 7 respondents or 3.93 percent are those with Diploma education and the lowest frequency of respondents is those with Doctoral education as many as 1 respondent or 0.56 percent.

Table 4. Profile of Respondents by Length of Service

Period of Service	Frequency	Percentage
< 1 year	7	3.93%
1 – 5 year	40	22.47%
6 – 10 year	40	22.47%
>10 year	91	51.12%

The characteristics of respondents according to working period referring to table 4 above show that out of 178 people dominated by respondents with a working period of more than 10 years as many as 91 respondents or 51.12 percent. For respondents who have a working period of 1-5 years and 6-10 years, there are the same number of respondents, which is 40 respondents or 22.47 percent. As for the lowest frequency of respondents are those who have a working period of less than 1 year as many as 7 respondents or 3.93 percent.

Table 5. Respondent Profile by Directorate

Period of Service	Frequency	Percentage
Consumer Banking	85	47.75%
Business Banking	18	10.11%
Sharia Banking	75	42.13%

The characteristics of respondents according to the respondent directorate referring to table 5 above show that out of 178 people dominated by respondents from the Consumer Banking unit as many as 85 respondents or 47.75%, then followed by the Sharia Banking unit as many as 75 respondents or 42.13 percent and the lowest frequency of respondents came from the Business Banking unit as many as 18 respondents or 10.11%.

Descriptive Statistics of Research Variables

The variables used in this study are Cultural Intelligence (CQ), Knowledge Sharing (SK), Organizational Culture (OC), and Sustainable Innovation Behavior (SIB). Each of these variables is measured using several indicators. Cultural Intelligence variables are measured using a total of 12 indicators, then based on validity tests only 9 indicators are valid, namely CQI to CQ9, Knowledge Sharing variables are measured using 4 indicators, namely SK1 to SK4, Organizational Culture variables are measured using 10 indicators, namely OC1 to OC10, while Sustainable Innovation Behavior is measured using 6 indicators, namely SIB1 to SIB6. Based on this, the next is a descriptive statistical analysis of each indicator and variable of this research which includes the minimum, maximum and average values.

Cultural Intelligence Variable Statistics

Table 6 shows that the Cultural Intelligence variable measured using 9 indicators, namely CQ1 to CQ9, has an average value of 4.3208, meaning that 178 respondents generally agree with the application of Cultural Intelligence in the office scope. However, based on the minimum and maximum values, it shows that for each indicator also varies because the value of there are those who disagree and disagree which can be seen from the minimum values of 2 and 3 related to the application of Cultural Intelligence and the highest answer is 5, meaning that there are also respondents who strongly agree with the application of Cultural Intelligence. For the indicator with the highest mean of 4.5000 is on "I realized that I use cultural knowledge when dealing with people from different cultural backgrounds". As for the indicator with the lowest mean of 4.0168 is on "I know the rules (vocabulary, grammar, and so on) of other cultures".

Tabel 6 Descriptive Statistics Variable Cultural Intellingence

Indicator	Code	N	*Min*	*Max*	*Mean*

I realized that I use cultural knowledge when dealing with people from different cultural backgrounds	CQ1	178	3.00	5.00	4.5000
I have cultural knowledge that can be applied in intercultural interactions	CQ2	178	3.00	5.00	4.4326
When interacting with people who are culturally different from mine, I adjust my cultural knowledge	CQ3	178	2.00	5.00	4.4270
I know the rules (vocabulary, grammar, and so on) from other cultures	CQ4	178	2.00	5.00	4.0618
I am aware of the cultural values and religious beliefs of other cultures	CQ5	178	3.00	5.00	4.1854
I know the rules for expressing nonverbal behavior in other cultures	CQ6	178	2.00	5.00	4.0730
I am confident that I can socialize with other employees in a different culture for me	CQ7	178	3.00	5.00	4.4551
I enjoy interacting with other employees from different cultures	CQ8	178	3.00	5.00	4.4494
I was confident that I could cope with the stress associated with adjusting to a culture that was new to me	CQ9	178	2.00	5.00	4.3034
Cultural Intelligence (CQ)		178	3.33	5.00	4.3208
Valid N (*listwise*)		178			

Knowledge Sharing Variable Statistics

Table 7 shows that the Knowledge Sharing variable measured using 4 indicators, namely SK1 to SK4, has an average value of 4.3020, meaning that 178 respondents generally agree with the implementation of Knowledge Sharing in the office scope. However, based on the minimum and maximum values, it shows that for each indicator also varies because there are values who answer strongly disagree and disagree which can be seen from the minimum values 1 and 3 related to the application of Knowledge Sharing and the highest answer is 5, meaning that there are also respondents who strongly agree with the application of Knowledge Sharing. The indicator with the highest mean of 4.3708 is "Employees may share knowledge or information when other employees request specific knowledge to complete team tasks". As for the indicator with the lowest mean of 4.2460 is on "More knowledgeable employees will equip other employees with difficult knowledge or skills without any compensation".

Tabel 7 Descriptive Statistics Variable Sharing Knowledge

Indicator	Code	N	Min	Max	Mean
The employees at my company share their unique knowledge and expertise with each other	SK1	178	3.00	5.00	4.3034
Employees may share knowledge or information when other employees request specific knowledge to complete team tasks	SK2	178	1.00	5.00	4.3708
There is an exchange of knowledge and skills between employees in my organization (company)	SK3	178	1.00	5.00	4.2697
More knowledgeable employees will equip other employees with difficult knowledge or skills without any compensation	SK4	178	3.00	5.00	4.2640

Sharing Knowledge (SK)	178	3.25	5.00	4.3020
Valid N (listwise)	178			

Organizational Culture Variable Statistics

Table 8 shows that the variables of Organizational Culture measured using 10 indicators, namely OC1 to OC10 have an average value of 4.3472, meaning that 178 respondents generally agree with the implementation of Organizational Culture in the office scope. However, based on the minimum and maximum values, it shows that for each indicator also varies because there are values who answer strongly disagree, disagree and disagree which can be seen from the minimum values of 1, 2 and 3 related to the application of Organizational Culture and the highest answer is 5, meaning that there are also respondents who strongly agree with the application of Organizational Culture. For the indicator with the highest mean of 4.4045 is on "My company emphasizes on human decisions, high trust, openness and continuous participation". As for the indicator with the lowest mean of 4.2528 is on "My company rewards those who work optimally and focus on results, create a quality and creative work environment and solve problems and make decisions quickly".

Tabel 8. Descriptive Statistics Variable Organization Culture

Indicator	Code	N	Min	Max	Mean
My company emphasizes on human decision, high trust, openness and continuous participation	OC1	178	3.00	5.00	4.4045
My company is a very close-knit place, like a big family. Employees understand and respect each other and share knowledge in different ways	OC2	178	1.00	5.00	4.3933
The employees in my company are proud of their work, do not give up easily, always challenge themselves to be better, think creatively and develop a healthy competitive mindset	OC3	178	3.00	5.00	4.3371
My company rewards those who work optimally and focus on results, create a quality and creative work environment and solve problems and make decisions quickly	OC4	178	3.00	5.00	4.2528
The employees in my company understand the business rules and compliance according to the assigned work and reward commitment by doing tasks on time	OC5	178	3.00	5.00	4.3427
My company creates an open and safe environment to discuss and escalate issues and do the right thing ethically and morally	OC6	178	2.00	5.00	4.3539
The employees in my company support each other, share information with colleagues to make work productive and collaborate between departments to achieve mutual success	OC7	178	1.00	5.00	4.3427
My company creates opportunities for employees to work cross-functionally and empowers employees to work together	OC8	178	2.00	5.00	4.3371

The employees in my company always listen and understand customer needs to be able to provide information that helps customers in decision making and improving service to customers	OC9	178	3.00	5.00	4.3596
My company always ensures adequate resources to improve customer experience, do the right thing for customers and create a pleasant environment for customers	OC10	178	2.00	5.00	4.3483
Organization Culture (OC)		178	3.00	5.00	4.3472
Valid N (listwise)		178			

Statistik Variabel Sustainable Innovation Behavior

Table 9 shows the variable Sustainable Innovation Behavior measured using 6 indicators, namely SIB1 to SIB6 has an average value of 4.2163, meaning that 178 respondents generally agree with the implementation of Sustainable Innovation Behavior within the office. However, based on the minimum and maximum values, it shows that for each indicator also varies because there are values that answer disagree and disagree which can be seen from the minimum values 2 and 3 related to the implementation of Sustainable Innovation Behavior and the highest answer is 5, meaning that there are also respondents who strongly agree with the implementation of Sustainable Innovation Behavior. For the indicator with the highest mean of 4.2584 is on "I always try to get the resources I need to implement my new ideas". As for the indicator with the lowest mean of 4.1798 is on "I will make a proper long-term plan to implement my new ideas".

Tabel 9. Descriptive Statistics Variable Sustainable Innovation Behavior

	N	Min	Max	Mean
I'm always looking for new techniques and methods	178	2.00	5.00	4.2472
I often come up with creative ideas	178	2.00	5.00	4.1966
I often communicate with others and recommend my new ideas	178	3.00	5.00	4.2191
I'm always trying to get the resources I need to implement my new ideas	178	2.00	5.00	4.2584
I will make a proper long-term plan to implement my new ideas	178	3.00	5.00	4.1798
Overall, I am an innovative and sustainable person	178	2.00	5.00	4.1966
Sustainable Innovation Behavior	178	3.17	5.00	4.2163
Valid N (listwise)	178			

From the test results of all variables used, the variable that has the highest value is Organization Culture with an average value (mean) of 4.3472. As for the variable that has the lowest value is the Sustainable Innovation Behavior variable with an average value (mean) of 4.2163.

Conformity Measurement on the Model

Referring to the measurement results for the model conformity test (goodness of fit) in Table 7, it can be concluded that the test model is not feasible to use because some indicators have not shown a fit model because the value on the measurement results does not meet the required

value standard (cut off value) so modifications are made to the model using the modification index and the results are shown in Table 8.

Table 10 Conformity Measurements in Initial Models

Measurement Type	Goodness of Fit Index	Measurement Results	Cut-off	Results
Absolute fit measure	Chi-Square	1019,410 (0,000)	> 0,05	Unaceptable Fit
	RMSEA	0.141	< 0,10	Unaceptable Fit
Incremental Fit Measures	NFI	0.617	≥ 0.90	Unaceptable Fit
	IFI	0.674	≥ 0.90	Unaceptable Fit
	CFI	0.671	≥ 0.90	Unaceptable Fit
Incremental Fit Measures	CMIN/DF	4,511	Lower limit 1 or upper limit 5	Aceptable Fit

Source: Primary Data Processed

Table 10 shows the measurement results for the model conformity test (goodness of fit) after the modification index is carried out so that it can be concluded that the test model is feasible to use because of several indicators the value has met the required standards (cut off value), namely RMSEA, IFI, CFI, and CMIN / DF declared Good Fit so that then this model can be tested for research hypotheses.

Table 11 Measurement of Conformity Level in Treatment Results Model

Measurement Type	*Goodness of Fit Index*	Measurement Results	*Cut-off*	Results
Absolute fit measure	Chi-Square	265 (0,000)	> 0,05	Unaceptable Fit
	RMSEA	0.063	< 0,10	Aceptable Fit
Incremental Fit Measures	NFI	0.884	≥ 0.90	Marginal Fit
	IFI	0.949	≥ 0.90	Good Fit
	CFI	0.948	≥ 0.90	Good Fit
Parsimonious Fit Measures	CMIN/DF	1,703	Lower limit 1 or upper limit 5	Aceptable Fit

Source: Primary Data processed

Structural Equation Model Results

Multiple Correlation Test Results

The R-Squared value of the SEM model can be seen from the results of multiple correlations shown in Table 12 The R-Squared value for the Knowledge Sharing model is 0.715 (71.5 percent) meaning that the variation of emplooyee's cultural intelligence variable and the organization culture moderation variable in explaining the dependent variable sustainable innovation behavior is 71.5 percent, the remaining 28.5 percent is explained by other variables not explained in the model (cateris paribus).

The R-Squared value of the SEM model can be seen from the multiple correlation results shown in Table 9. The R-Squared value for the Sustainable Innovation Behavior model of 0.664 (66.4 percent) means that the variation in the variables emplooyees cultural intelligence, knowledge sharing and Organization Culture moderation variables in explaining the dependent variable sustainable innovation behavior is 66.4 percent, the remaining 33.6 percent is explained by other variables not explained in the model (cateris paribus).

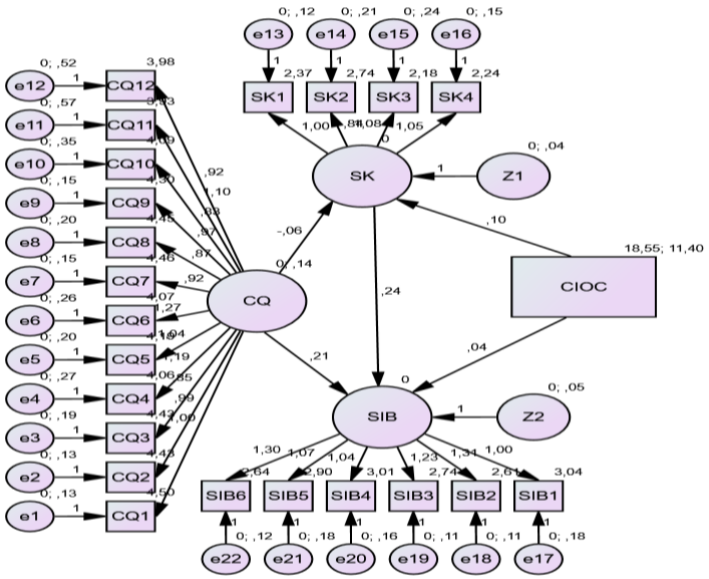
Tabel 12 Multiple Correlation

Model	***Multiple Correlation***
Model *Sharing Knowledge*	0,715
Model *Sustainable Innovation Behavior*	0,664

Hypothesis Testing

Testing of the hypothesis in this study was carried out using the Structural Equation Modeling method. The structural equation output for the sustianable innovation behavior model is shown in Figure 1.

Referring to the output of the SEM model, the hypothesis testing of each independent variable, moderation and mediation (intervening variable) is carried out, namely cultural intelligence, knowledge sharing and Organization Culture on the dependence of sustainable innovation behavior.



Gambar 1. Output Structural Modelling Sustainable Innovation Behavior

Testing of indirect effects through the Sobel Test for Knowledge Sharing mediating variables can be seen in figure 2

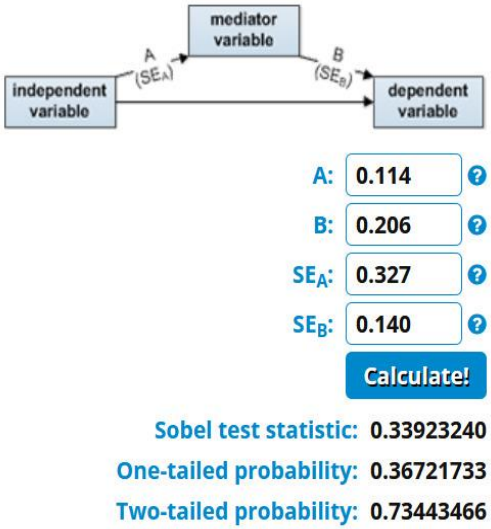


Figure 2 Knowledge Sharing Test Sobel Test Calculation

The following will explain the table and test results of the hypothesis used in this study:

Table 13. Hypothesis Testing Results

Effect	**Hypothesis**	**Coefficient**	***p-value***	**Results**
Direct Effect	**Hypothesis 1:** *Employee's Cultural Intelligence* berpengaruh signifikan terhadap *Sustainable Innovation Behavior*	0,859	0,015	Hypothesis 1 Supported
	Hypothesis 2: *Employee's Cultural Intelligence* has a significant effect on *Knowledge Sharing*	0,114	0,728	Hypothesis 2 Unsupported
	Hypothesis 3: *Knowledge Sharing* has a significant effect on *Sustainable Innovation Behavior*	0,206	0,142	Hypothesis 3 Unsupported
Indirect Effect	**Hypothesis 4:** *Sharing Knowledge* mampu memediasi pengaruh *Employee's Cultural Intelligence* terhadap *Sustainable Innovation Behavior*	0,0234	0,734	Hypothesis 4 Unsupported
Moderation Variables	**Hypothesis 5:** *Corporate/Organization Culture* memoderasi pengaruh *Employee's Cultural Intelligence* dengan *Sustainable Innovation Behavior*	-0,022	0,542	Hypothesis 5 Unsupported
	Hypothesis 6: *Corporate/Organization Culture* memoderasi pengaruh *Employee's Cultural Intelligence* dengan *Sharing Knowledge*	0,087	0,010	Hypothesis 6 Supported

Source: Output attachment

Discussion

Hipotesa *Dirrect Effect*

Hypothesis 1

The first hypothesis examines the effect of *employee's cultural intelligence* on *sustainable innovation behavior* where the sound of the null hypothesis (H0) and the alternative hypothesis (Ha) are as follows:

H01: β1=0 means that *Employee's Cultural Intelligence* has no significant effect on *Sustainable Innovation Behavior*.

Ha1: β1≠0 means that *Employee's Cultural Intelligence* has a significant effect on *Sustainable Innovation Behavior*.

Table 13 above shows that the influence of employee's cultural intelligence on Sustainable Innovation Behavior is shown by a positive coefficient value of 0.859 and a significant value (p-value) of 0.015 < α=0.05, then Ha1 is supported meaning that there is a positive and significant influence of Employee's Cultural Intelligence on Sustainable Innovation Behavior. This shows that if the company implements Employee's Cultural Intelligence, it will increase Sustainable Innovation Behavior in the company. Referring to previous research conducted by (Dincer et al., 2011) found that emotional intelligence and innovative work behavior of managers influence each other positively and significantly.

Hypothesis 2

The second hypothesis examines the effect of *Employee's Cultural Intelligence* on Knowledge Sharing where the sound of the null hypothesis (H0) and the alternative hypothesis (Ha) are as follows:

H01: β2=0 means that *Employee's Cultural Intelligence* has no significant effect on Knowledge Sharing.

Ha1: β2≠0 means that *Employee's Cultural Intelligence* has a significant effect on Knowledge Sharing.

Table 13 above shows that the influence of Employee's Cultural Intelligence on Knowledge Sharing is shown by a positive coefficient value of 0.114 and with a p-value of 0.728 > α=0.05, Ha1 is not supported, meaning that there is no significant influence of employee's cultural intelligence on Knowledge Sharing. This shows that if the company implements Employee's Cultural Intelligence, it does not have a significant effect on increasing Knowledge Sharing in the company. Based on previous research conducted by (Watkins & Marsick, 2003) it was conveyed that in organizations must create a culture of questioning, being open to each other and providing input or feedback with each other, because obstacles or difficulties in work may arise due to the absence of openness and feedback between employees. Although individual initiative and identity are stated to have a positive influence and very little contribution to learning organization, statistical tests prove that these two variables are not significant. Learning organization is an organization characterized by continuous learning to produce continuous improvement and has the capacity to change itself. This explains that initiatives and identities do not fully improve organizational learning significantly, although they positively have an effect.

Hypothesis 3

The third hypothesis examines the effect of Knowledge Sharing on *Sustainable Innovation Behavior* where the sound of the null hypothesis (H0) and the alternative hypothesis (Ha) are as follows:

H01: β3=0 means that *knowledge sharing* has no significant effect on *Sustainable Innovation Behavior*

Ha1: β3≠0 means that *knowledge sharing* has a significant effect on *Sustainable Innovation Behavior*

Table 13 above shows that the influence of Knowledge Sharing on Sustainable Innovation Behavior is shown by a positive coefficient value of 0.206 and with a p-value of 0.142 > α=0.05, then Ha1 is not supported, meaning that there is no significant influence of Knowledge Sharing on Sustainable Innovation Behavior. This shows that if the company implements Knowledge Sharing, it does not have a significant effect on increasing Sustainable Innovation Behaviar in the company. Some previous studies that do not support this hypothesis include that individual behavior is not always voluntary and can be controlled by the individual himself (Wu & Zhu, 2012). The employees not having enough time or lack of time to share knowledge also influence the behavior of the individual (Ryu et al., 2003). Individuals are usually quite rational and able to use the information they have systematically. So, if the individual feels he does not have the resources / opportunities to do something, the individual will not perform behaviors that require these resources (even in situations where individuals have positive attitudes and subjective norms that approve of the behavior) conveyed by (Fishbein and Ajzen, 1975) in (Raharso & Tjahjawati, 2014). Perceived behavioral control or individual beliefs in controlling a behavior (Gagne, 2009). The construct is used to anticipate situations when the individual has an inability to control the behavior he will work on (Ajzen, 1991).

Indirect Effect Hypothesis

Hypothesis 4

Hypothesis 4 in this study aims to examine the indirect influence of Employee's Cultural Intelligence on Sustainable Innovation Behavior through Knowledge Sharing. Probabilite measurement for indirect effects uses the MacKinnon & Dwyer formula (1994) and from MacKinnon, Warsi, &Dwyer (1995), the Sobel test equation. The calculation results of the Sobel Test show that the p value of the indirect test is 0.73443466 > α=0.05, this shows that there is no indirect influence of employee's cultural Intelligence on sustainable innovation behavior impact through knowledge sharing.

Effect of Moderation Variables

Hypothesis 5

The fifth hypothesis examines the influence of Employee's Cultural Intelligence with Sustainable Innovation Behavior moderated by Corporate/Organization Culture with a null hypothesis (Ho) and an alternative hypothesis (Ha) as follows:

H01: β5=0 means that there is no significant influence of *Employee's Cultural Intelligence* with *Sustainable Innovation Behavior* moderated by *Corporate/Organization Culture.*

Ha1: β5≠0 means that there is a significant influence of *Employee's Cultural Intelligence* with *Sustainable Innovation Behavior* moderated by *Corporate/Organization Culture.*

Table 13 above shows that the influence of Employee's Cultural Intelligence moderated by Corporate/Organization Culture on Sustainable Innovation Behavior indicated by a negative coefficient value of 0.022 and with a p-value of 0.542 > α=0.05, Ha1 is not supported, meaning

that there is no significant influence of Employee's Cultural Intelligence with Sustainable Innovation Behavior moderated by Corporate/Organization Culture. This shows that Corporate / Organization Culture is unable to moderate (strengthen / weaken) the influence of Employee's Cultural Intelligence on Sustainable Innovation Behavior. This is supported by previous research conducted by (Li et al., 2021), that organization culture does not have a moderating influence on the relationship between Cultural Intelligence and Sustainable Innovation Behavior of employees.

Hypothesis 6

Hypothesis six examines the effect of *Employee's Cultural Intelligence* on *knowledge sharing* moderated by *Corporate/Organization Culture* with zero hypothesis (Ho) and alternative hypothesis (Ha) as follows:

H01: β6=0 means that there is no significant effect of *Employee's Cultural Intelligence* on *knowledge sharing* moderated by *Corporate/Organization Culture.*

Ha1: β6≠0 means that there is a significant influence *of Employee's Cultural Intelligence* on *knowledge sharing* moderated by *Corporate/Organization Culture.*

Table 13 above shows that the influence of Employee's Cultural Intelligence moderated by Corporate / Organization Culture on knowledge sharing is shown by a positive coefficient value of 0.087 and with a p-value of $0.010 < \alpha = 0.05$, Ha1 is supported, meaning that there is a significant influence of Employee's Cultural Intelligence on knowledge sharing moderated by Corporate / Organization Culture. This shows that Corporate / Organization Culture is able to strengthen the influence of Employee's Cultural Intelligence on knowledge sharing. This hypothesis is supported by previous research conducted by (Li et al., 2021), where it was stated that organization culture has a moderating effect on the relationship between Cultural intelligence and employee knowledge sharing.

CONCLUSION

Based on the results of data analysis and discussion that has been conveyed in the previous chapter, the following conclusions can be drawn: Employee's Cultural Intelligence has a significant effect on Sustainable Innovation Behavior. Employee's Cultural Intelligence has no significant effect on Knowledge Sharing. Knowledge sharing does not have a significant effect on Sustainable Innovation Behavior. Knowledge Sharing is unable to mediate the influence of Employee's Cultural Intelligence on Sustainable Innovation Behavior. Organization Culture does not moderate the influence of Employee's Cultural Intelligence with Sustainable Innovation Behavior. Organization Culture moderates the influence of Employee's Cultural Intelligence with Knowledge Sharing.

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