Relationship between Spirituality and Emotional Maturity with Cultural Intelligence in Preventing Culture Shock

Triantoro Safaria1*, Khoiruddin Bashori1

¹Faculty of Psychology, Universitas Ahmad Dahlan, Yogyakarta, Indonesia *e-mail: triantoro.safaria@psy.uad.ac.id

Abstract

The role of spirituality and emotional maturity (EM) in cultural intelligence (CQ) is mostly carried out in the Westen country compared to Indonesia. Therefore, this quantitative study aims to examine the relationship between spirituality and emotional maturity (EM) with cultural intelligence (CQ). A total of 97 Psychology students from a private university in Yogyakarta were selected using purposive sampling. Data were collected using a modified scale of spirituality, emotional maturity, and cultural intelligence. The hypothesis was examined by using regression analysis. The result of the study showed a significant relationship between spirituality and cultural intelligence. Meanwhile, emotional maturity is insignificantly related to cultural intelligence.

Keywords: spirituality, emotional maturity, cultural intelligence

Abstrak

Penelitian tentang cultural intelligence lebih banyak dilakukan di Barat dan belum banyak dilakukan di Indonesia. Selain itu peran tingkat spiritualitas dan kematangan emosi terhadap *cultural intelligence* belum diteliti lebih lanjut. Penelitian ini bertujuan menguji hubungan antara tingkat spiritualitas dan kematangan emosi dengan *cultural intelligence*. Digunakan pendekatan kuantitatif, dengan subjek sebanyak 97 mahasiswa Psikologi sebuah perguruan tinggi swasta di Yogyakarta yang diperoleh melalui *purposive sampling*. Pengumpulan data menggunakan modifikasi skala tingkat spiritual, kematangan emosi dan *cultural intelligence*. Analisis regresi digunakan untuk menguji hipotesis. Hasil penelitian menunjukkan hubungan positif signifikan antara tingkat spiritualitas dengan *cultural intelligence*. Sementara kematangan emosi tidak memiliki hubungan signifikan dengan *cultural intelligence*.

Katakunci: spiritualitas, kematangan emosi, cultural intelligence

Introduction

Indonesia is a multicultural country with various ethnicities and cultures. This diversity often triggers misunderstandings and horizontal conflicts (Nulhaqim et al., 2019; Nulhaqi et al., 2017). Aqiela et al. (2019) emphasized that inter-ethnic conflict occurred and took its toll in Indonesia. According to Awan et al. (2018) and Stoermer et al. (2021), lack of understanding is one of the reasons for this inter-ethnic misunderstanding. This type of conflict is often called culture shock and is known as geger budaya because it causes people's inability in adjusting to different cultural backgrounds.

Recent studies answer these questions including abilities that help individuals and

determine the success of cross-cultural interactions, as well as how to appropriately measure these abilities. The study by Earley (2002) and Earley & Ang (2003) was the first to construct cultural intelligence (CQ). This intelligence (CQ) is defined as people's ability in adapting to new contexts and environments (Earley & Ang, 2003).

Individuals with intelligence (CQ) tend to have high competence, cognitive repertoire, and behavior (Brislin et al., 2006). Furthermore, they have the motivational ability to work effectively with others because it helps in adapting to new cultural environments (Brislin et al., 2006; Gebregergis, 2019; Nooria & Lankut, 2020). Individuals with high intelligence (CQ) tend to wisely assess the occurring situation since

they understand that there is miscommunication in a new environment (Chen, 2015; Menon & Narayanan, 2017; Ramalu, 2019; Brislin et al., 2006). They are free from stereotypes and prejudices against other cultures (Ang et al., 2007; Awan et al., 2018; Costers et al., 2019; Sousa & Gonçalves, 2017).

In Indonesia, there is no study examining the role of spirituality and emotional maturity (EM) on CQ. Ghaniyy and Akmal (2018) showed that internalized cultural intelligence and effective flexibility are significantly and insignificantly related to adjustment to a new Triman and Abdillah context. emphasized collaborative and independent learning styles are significantly correlated to CO. Faliza and Fahrizal (2022) showed that intelligence (CQ) tends to predict crosscultural adjustment in expatriates. Meanwhile, Latif (2017) explained students' cultural intelligence is in the high category. The intelligence (CQ) dimension includes the motivational, cognitive, behavioral, metacognitive which has the highest mean.

Sheldrake (2013) defined spirituality as a conscious involvement in the integration of life through self-transcendence towards the Almighty God. Thorensen (1998) explained it is an individual's transcendence relationship with the Supreme Being. Spirituality is connected with broader ideas, which give meaning to life and develop self-awareness (Pargament, 1996; Horton & Luna, 2016). According to Thorensen (1998), religiosity is an organized system of beliefs, practices, rituals, and symbols that individuals accept in their life. Spirituality covers broader aspects and dimensions, while religiosity is people's obedience and faith in the teaching.

According to Reave (2005), there are two important aspects of spirituality, including values and practices. Also, the study indicated ten values and practices consisting of (a) work as a spiritual calling, (b) integrity, (c) honesty, (d) humility, (e) respect for others, (f) fair treatment, (g) care and concern, (h) listening, (i) respect for others, and (j) reflective exercise. Reave (2005) showed the spiritual

values that correlated with intelligence (CQ) include humility, respect for others, fair treatment, and care and concern. Individuals with these values tend to easily adapt to others from different cultures.

Vajda (2016) indicated that emotional maturity is how well a person can respond to situations, control emotions, and behave in an adult manner while dealing with others. It includes the following five principles 1) negative emotion becomes a consequence of people's past experiences, 2) adults are fixated on their childhood emotions, 3) people's feelings on others, 4) adults become emotionally mature and childish, as well as 5) mindfulness, the focus of attention, and self-awareness (Bhagat, 2016).

Emotional intelligence (EI) is the ability to recognize and manage people's feelings. Based on EI, maturity is the ability to control emotions (Thingujam, 2002). Finley (1996) indicated that emotional maturity (EM) is people's capacity to respond to uncertainty in a sensible way. van Heck et al. (2008) suggested maturity is a strong predictor of psychological well-being and healthy quality of life. Also, it is the ability to accurately perceive and express, as well as to understand regulate emotions in promoting intellectual (Mayer et al., 2008; Mayer & Salovey, 1997). Previous studies showed that individuals with a strong capacity to regulate their emotions can maintain good health, and psychological well-being, as well as have a better outlook on life (van Heck et al., 2008; Salovey, 2001).

Mature people tend to provide emotional responses because they are correctly aware of feelings. They have six main characteristics, including 1) taking responsibility, 2) showing empathy, admitting mistakes, 4) not afraid vulnerability, 5) recognizing and accepting needs, and 6) setting healthy boundaries (Noorani & Refahi, 2015). Mature individuals are more caring and always show empathy to others. This ability is directly related to cultural intelligence where people understand the differences in a new environment (Vajda,

2016). A study on 100 Indian couples showed emotional instability, social maladjustment, and personality disintegration predict overall marital adjustment (Mosavi & Iravani, 2012). Therefore, this study examines the relationship between emotional maturity with CQ.

In Indonesia, no literature has widely described the correlation between cultural intelligence with spirituality, and emotional maturity. Therefore, this study comprehensively examines the theoretical relationship between these variables (Thomas & Anggiani, 2018; Subroto & Mas'ud, 2016; Huff et al., 2014; Moon et al., 2012; Templer et al., 2006).

Methods

Data were collected using a correlational quantitative approach and a cross-sectional method. A total of 97 students comprising 13 males and 84 females were selected as the respondents using purposive sampling. Informed consent was provided and participants voluntarily agree to fill in the measuring tool.

The cultural intelligence measuring tool was adapted with 20 items from the questionnaire (Bucker et al., 2015). However, the back-to-back translation is carried out using two experts who master English. The measurement on the intelligence (CQ) scale consists of metacognitive, cognitive, motivational, and behavioral. In this cultural intelligence scale, responses start from "very appropriate" to "highly inappropriate". Examples of these 20 items include: "I have to apply in intercultural interactions because I am aware of the knowledge", "I understand the values and customs of other cultures", and "I enjoy interacting with people from different backgrounds". The total correlation between the items is from .536 - .691, while the internal consistency of Cronbach's alpha is .815.

Furthermore, the spirituality scale was developed based on 8 items and the theory of Pargament et al. (2007). These 8 items are divided into two aspects that include theistic,

and spiritual meaning. In this spirituality scale, there are four response options including "very appropriate", "appropriate", "inappropriate", and "very inappropriate". Examples of these 8 items include: "I feel a deep spiritual meaning in my life", "I feel a strong connection with the creator", and "I feel my life is meaningful because of my beliefs". The total correlation between these items is from .501 - .749, while Cronbach's alpha is .712.

Meanwhile, the emotional maturity scale uses an adaptation of the Wong and Law Emotional Intelligence Scale (WLEIS) (Wong and Law, 2002). The scale consists of 16 items divided into self-emotions appraisal, regulation and use of emotion, as well as the others-emotion appraisal. Each item has four answers alternative including: inappropriate (STS), inappropriate (TS), appropriate (S), and very appropriate (SS). Examples of these 16 items include: "I can understand changes in my feelings", "I can feel what others feel", and "What I feel is not too much because I can control it". The total correlation between these items is from .324 -.479, while the Cronbach alpha coefficient is .613.

According to Creswell (2005), the data analysis aims to test the theoretical relationship between spirituality and emotional maturity with cultural intelligence using multiple regression techniques. Also, it examined the assumption of data normality, multicollinearity, and heteroscedasticity.

Results and Discussion

A total of 97 students consisting of 13 males and 84 females from the Faculty of Psychology, a private university in Yogyakarta were selected as the participants. Table 1 shows there is no multicollinearity because the regression residual data is normally distributed. Figure 1 indicates there is no heteroscedasticity since the point data are randomly distributed. Therefore, the regression analysis can be carried out.

Table 1
Normality and Multicollinearity of Data

Model	Normality	Tolerance	VIF	df	p
1	.200	.979	1.021	2	.012

Table 2 shows that the regression model tested is significant. Spirituality is positively related to cultural intelligence with β = .298 and p=.003. Meanwhile, emotional maturity is insignificantly related to cultural intelligence with β = .013 and p= .897. Table 2 shows that spirituality has a higher standardized beta value than emotional maturity.

Table 3 shows the mean, standard deviation, and correlation that exist between the three variables. There is a significant relationship between spirituality and cultural intelligence with r=.300 and p=.001. Meanwhile, there is an insignificant relationship between emotional maturity and cultural intelligence with r=.056 and p=.293. Table 4 shows the simultaneous test with the F value, R-value, and R square.

The results indicated that there is a significant relationship between spirituality and cultural intelligence. This is consistent with Faghiharam et al. (2018) and Bostan et al. (2021) that there is a positive relationship between spirituality and cultural intelligence.

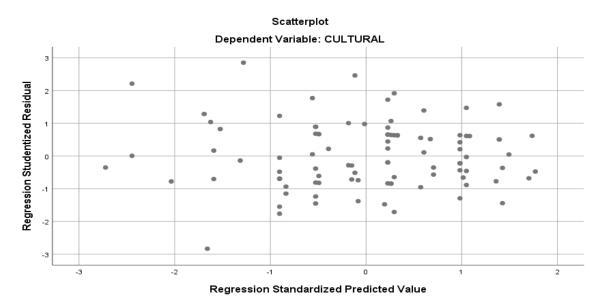


Figure 1. The results of the heteroscedasticity scatter plots test

Table 2
Results of Spiritual Level Regression Analysis and Emotional Maturity with Cultural Intelligence

Variable	В	SEB	β	t	p
Spirituality	.557	.186	.298	3.002	.003
Emotional maturity	.050	.381	.013	.130	.897

Note. R^2 = .090 (N=97), p= .000

Table 3
Result of Mean Value, Standard Deviation, and Variable Intercorrelation

Measure	M	SD	Cultural Intelligent	Spirituality	Emotional Maturity
Spirituality	9.13	1.07	.300	1.000	
Emotional maturity	8.9	1.05	.056	.144	1.000

According to Reave (2005), value is correlated with humility, respect for others, fair treatment, and care and concern. Therefore, individuals with the intelligence (CQ) easily adapt to others from different cultures. Spirituality helps to develop people's confidence, form belief, and a sense of humanity in the existence of the Creator (Pargament, 1996; Yadav & Yadav, 2018; Dutkova et al., 2017). Also, the variable serves as the ability for deep selfintrospection because it creates meaning for human existence (Pargament, 1996; Yadav & Yadav, 2018; Carone & Barone, 2001). Individuals find it difficult to hurt others since existence and connectedness spirituality with God help to develop a deep sense of empathy. According to Pirutinsky (2014), good spirituality allows people to wisely understand life, have compassion, be patient in dealing with negative situations, and have a deep sense of empathy (McCullough & Willoughby, 2009; Koenig et al., 2012). It encourages individuals to love, respect, and appreciate others' backgrounds (Casey et al., 2011; Landor et al., 2011). Meanwhile, the ability to adapt to different environments shows that people have high cultural intelligence (Brislin et al., 2006; Gebregergis, 2019; Nooria & Lankut, 2020).

This study's result showed there is an insignificant relationship between emotional maturity and cultural intelligence. This is inconsistent with Drame et al. (2021), Darvishmotevali et al. (2018), and Doerwald et al. (2016) that there is a positive correlation between EI and CQ. Theoretically, maturity and emotional intelligence are closely related (Vajda, 2016; Baghat et al., 2016). Bessel (2004) emphasized maturity is a pattern of behavior that enables people to properly adapt to their social environment. Emotionally mature individuals tend to control and delay momentary gratification, as well as activities for the good of the future (Jordan et al., 2002).

The limitations of this study include: first, the cross-sectional design failed to produce a causal relationship between variables. Therefore, it is recommended to use

experimental or longitudinal literature in the future. Second, participants are only selected from a private university in Yogyakarta. Further studies are required to use a generalized or more representative sample. Third, this study uses self-reported measures which are effective and reliable in data collection. Meanwhile, the results tend to be influenced by biased responses from respondents. Fourth, further literature is required to examine other variables that have a relationship with cultural intelligence.

Conclusion

The result of this study showed a significant relationship between spirituality and cultural intelligence. It also discovered the increase in people's spirituality tends to develop their cultural intelligence. However, the relationship between these variables tends not to be concluded as a cause-and-effect. Further experimental studies need to be carried out to examine the causal correlation between spirituality and cultural intelligence. Meanwhile, emotional maturity failed to have a significant relationship with cultural intelligence. Further study is needed to ensure more reliable results.

Acknowledgment

The authors are grateful to the Rector and Head of LPPM University Ahmad Dahlan that funded this study.

References

Aqiela, L., Irfan, M., & Ishartono. (2019). Analisis konflik antara dua kelompok preman di Majalaya. *Jurnal Kolaborasi Resolusi Konflik, 1*(2), 94-100. https://doi.org/10.24198/jkrk.v1i2.23237

Awan, U., Kraslawski, A., & Huiskonen, J. (2018). Governing interfirm relationships for social sustainability: The relationship between governance mechanisms, sustainable collaboration, and cultural

- intelligence. *Sustainability*, *10*, 4473. https://doi.org/10.3390/su10124473.
- Bhagat, V., Haque, M., Bin Abu Bakar, Y. I., Husain, R., & Khairi, C. M. (2016). Emotional maturity of medical students impacting their adult learning skills in a newly established public medical school at the east coast of Malaysian Peninsula. *Advances in Medical Education and Practice*, 5(7), 575–584. https://doi.org/10.2147/amep.s117915
- Bessel, R. (2004). Love is not a game: But you should and know odds Torrance. Personhood Press.
- Bostan, Z., Majdi, A. A., Honari, H., Karoubi, M., & Nikjoo, A. (2021). relationship between cultural intelligence (CQ), spiritual intelligence (SQ) and interpersonal communication skills: The case of cultural tour guides. Tourism Culture & Communication, 21(4),345-353. https://doi.org/10.3727/109830421X162 57465701954
- Brislin, R., Worthley, R., & Macnab, B. (2006). Cultural intelligence: Understanding behaviors that serve people's goals. *Group & Organization Management*, 31(1), 40–55. https://doi.org/10.1177/1059601105275 262
- Bücker, J., Furrer, O., & Lin, Y. (2015). Measuring cultural intelligence (CQ): A new test of the CQ scale. *International Journal of Cross Cultural Management,* 15(3), 259–284. https://doi.org/10.1177/1470595815606 741
- Carone, D. A., & Barone, D. F. (2001). A social cognitive perspective on religious beliefs: Their functions and impact on coping and psychotherapy. *Clinical Psychology Review*, 21, 989–1003.

- https://doi.org/10.1016/s0272-7358(00)00078-7
- Casey, D. M., Williams, R. J., Mossière, A. M., Schopflocher, D. P., el-Guebaly, N., Hodgins, D. C., Smith, G. J., & Wood, R. T. (2011). The role of family, religiosity, and behavior in adolescent gambling. *Journal of Adolescence*, *34*, 841–851.
 - https://doi.org/10.1016/j.adolescence.20 11.02.00
- Chen, A. S.-y. (2015). CQ at work and the impact of intercultural training: An empirical test among foreign laborers. *International Journal of Intercultural Relations*, 47, 101–112. https://doi.org/10.1016/j.ijintrel.2015.03. 029
- Costers, A., Vaerenbergh, Y. Van, & Broeck, A. Van Den. (2019). How to boost frontline employee service recovery performance: The role of cultural intelligence. *Service Business*, 13(3), 581–602.
 - https://doi.org/10.1007/s11628-019-00396-3
- Creswell, J. W. (2005). Educational research: Planning, conducting, and evaluating quantitative and qualitative research (2nd ed.). Pearson Merrill Prentice Hall.
- Darvishmotevali, M., Altinay, L., & Vita, G. D. (2018). Emotional intelligence and creative performance: Looking through the lens of environmental uncertainty and cultural intelligence. *International Journal of Hospitality Management*, 73, 44-54,
 - https://doi.org/10.1016/j.ijhm.2018.01.0 14.
- Doerwald, F., Scheibe, S., Zacher, H., & Yperen, N. V. W. (2016). Emotional competencies across adulthood: state of knowledge and implications for the work context. *Work, Aging and Retirement*, 2(2), 159-

- 169, https://doi.org/10.1093/workar/wa w013
- Drame, I., Wingate, L., Unonu, J., Turner, M., Taylor, M.D., Bush, A., Jarvis, M., & Cawthorne, T. A. (2021). The association between students' emotional intelligence, cultural competency, and cultural awareness. *Currents in Pharmacy Teaching and Learning*, 13(9), 1146-1152. https://doi.org/10.1016/j.cptl.2021.06.03

0.

- Dutkova, K., Holubcikova, J., Kravcova, M., Babincak, P., Tavel, P., & Geckova, A. M. (2017). Is spiritual well-being among adolescents associated with a lower level of bullying behaviour? The mediating effect of perceived bullying behaviour of peers. *Journal of Religion and Health*, 56(6), 2212–2221. https://doi.org/10.1007/s10943-017-0392-2
- Earley, P. C. (2002). Redefining interactions across cultures and organizations: Moving forward with cultural intelligence. *Research in Organizational Behavior*, 24, 271–299. https://doi.org/10.1016/S0191-3085(02)24008-3
- Earley, P. C., & Ang, S. (2003). *Cultural* intelligence: Individual interactions across cultures. Stanford University Press.
- Faghiharam, B., Moradi, S., & Kazemi, M. (2018). The relationship between cultural intelligence and spiritual intelligence with students' social identity. *Islamic Perspective on Educational Science*, 6(11), 129-150. https://doi.org/10.30497/edus.2018.7139 5.
- Faliza, N. & Fahrizal, E. (2022). Kecerdasan budaya dan penyesuaian lintas budaya pada expatriate. *E-Qien: Jurnal Ekonomi*

- *dan Bisnis*, 9(1), 123-130. https://doi.org/10.34308/eqien.v9i1.326
- Finley, J. (1996). *Behaviour and development*. Harper and Row.
- Gebregergis, W. T., Huang, F., & Hong, J. (2019). Cultural intelligence, age and prior travel experience as predictors of acculturative stress and depression among international students studying in China. *Journal of International Students*, 9(2), 511–534. https://doi.org/10.32674/jis.v9i2.964.
- Ghaniyy, A. Al, & Akmal, S. Z. (2018). Kecerdasan budaya dan penyesuaian diri dalam konteks sosial-budaya pada mahasiswa Indonesia yang kuliah di luar negeri. *Jurnal Psikologi Ulayat*, *5*(2), 123-137
 - https://doi.org/10.24854/jpu02018-179.
- Horton, G. E., Luna, N., & Malloy, T. (2016). Associations between spirituality, meaning in life, and depressive disorders among a sample of individuals in treatment for substance-use disorders. *Journal of Spirituality in Mental Health, 18*(4), 283–299. https://doi.org/10.1080/19349637.2016. 1159941
- Huff, K. C., Song, P., & Gresch, E. B. (2014). Cultural intelligence, personality, and cross-cultural adjustment: A study of expatriates in Japan. *International Journal of Intercultural Relations*, 38, 151–157.
 - https://doi.org/10.1016/j.ijintrel.2013.08. 005
- Jordan, P. J., Ashkanasy, N. M., & Hartel, C. E. J. (2002). Emotional intelligence as a moderator of emotional and behavioral reactions to job insecurity. *Academy of Management Review*, 27(3), 361–372. https://doi.org/10.5465/AMR.2002.7389 905

- Koenig, H. G., Al Zaben, F., & Khalifa, D. A. (2012). Religion, spirituality and mental health in the West and the Middle East. *Asian Journal of Psychiatry*, *5*(2), 180–182. https://doi.org/10.1016/j.ajp.2012.04.00
- Landor, A., Simons, R. L., Gibbons, F. X., Simons, L. G., & Brody, G. H. (2011). The role of religiosity in the relationship between parents, peers, and adolescent risky sexual behavior. *Journal of Youth Adolescence*, 40, 296–309. https://doi.org/10.1007/s10964-010-9598-2.
- Latif, S. (2017). Kecerdasan budaya mahasiswa calon konselor. *JOMSIGN: Journal of Multicultural Studies in Guidance and Counseling, 1*(2), 139–148.

 http://dx.doi.org/10.17509/jomsign.v1i2.
 6314
- Lin, Y.-c., Chen, A. S.-y., & Song, Y.-c. (2012). Does your intelligence help to survive in a foreign jungle? The effects of cultural intelligence and emotional intelligence on cross-cultural adjustment. *International Journal of Intercultural Relations*, 36(4), 541–552. https://doi.org/10.1016/j.ijintrel.2012.03. 001
- Menon, S., & Narayanan, L. (2017). Cultural intelligence: New directions for research in Asia. *Asian Social Science*, 11(18), 193–202.
 - https://doi.org/10.5539/ass.v11n18p193
- Mayer, J. D., Salovey, P., & Caruso, D. R. (2008). Emotional intelligence. *American Psychologist*, *63*(6), 503–517. https://doi.org/10.1037/0003-066X.63.6.503.
- Mayer, J. D., & Salovey, P. (1997). What is emotional intelligence? Emotional

- development and emotional intelligence: Implications for educators (pp. 3–31). Basic Books.
- McCullough, M. E., & Willoughby, B. L. (2009). Religion, self-regulation, and self-control: Associations, explanations, and implications. *Psychological Bulletin*, 135, 69–93. http://dx.doi.org/10.1037/a0014213.
- Moon, H. K., Choi, B. K., & Jung, J. S. (2012). Previous international experience, cross-cultural training, and expatriates' cross-cultural adjustment: Effects of cultural intelligence and goal orientation. *Human Resource Development Quarterly*, 23, 285–330.
- Mosavi, S. E., & Iravani, M. R. (2012). A study on relationship between emotional maturity and marital satisfaction. *Management Science Letters*, 2(3), 927–932. http://dx.doi.org/10.5267/j.msl.2011.10.012
- Noorani, M., & Refahi, Z. A. (2015). Comparison of the spouse selection criteria and emotional maturity between men and women. *Proc Soc Behav Sci.* 174, 2234–9. https://doi.org/10.1016/j.sbspro.2015.01. 880
- Nooria, Y., & Lankut, E. (2020). Cultural intelligence, global mindset, and crosscultural competencies: A systematic review using bibliometric methods. *European J. International Management*, 14(2), 210–250. http://dx.doi.org/10.1504/EJIM.2020.10 5567
- Nulhaqim, S. A., Fedryansyah, M., & Hidayat, E. N. (2019). Resolusi konflik agraria berbasis komunitas pada masyarakat petani di desa Genteng kecamatan Sukasari kabupaten

- Sumedang. *Jurnal Kolaborasi Resolusi Konflik*, *1*(2), 70-78. https://doi.org/10.24198/jkrk.v1i2.
- Nulhaqi, S. A., Hardhing, D., Irfan, M., & Jatnika, D. C. (2017). Konflik sosial di kampung nelayan: Studi kasus di pantai utara kota Cirebon, Jawa Barat. *Sosio Konsepsia: Jurnal Penelitian dan Pengembangan Kesejahteraan Sosial*, 6(2), 75-87. https://doi.org/10.33007/Ska.V6i2.677
- Pargament, K. I. (1996). Religious methods of coping: Resources for the conservation and transformation of significance. In E. P. Shafranske (ed.), *Religion and the Clinical Practice of Psychology* (p. 215-239). American Psychological Association.
 - https://doi.org/10.1037/10199-008
- Pargament, K. I., Ensing, D. S., Falgout, K., Olsen, H., Reilly, B., Van Haitsma, K., & Warren, R. (2007). God help me: I. religious coping efforts as predictors of the outcomes to significant negative life events. *American Journal of Community Psychology,* 18(6), 793-824. https://doi.org/10.1007/BF00938065
- Pirutinsky, S. (2014). Does religiousness increase self-control and reduce criminal behavior?: A longitudinal analysis of adolescent offenders. *Criminal Justice and Behavior*, 41(11), 1290–1307. https://doi.org/10.1177/0093854814531 962
- Reave, L. (2005). Spiritual values and practices related to leadership effectiveness. *The Leadership Quarterly*, 16(5), 655–687. https://doi.org/10.1016/j.leaqua.2005.07. 003
- Sheldrake, P. (2013). *Spirituality: A brief history*. John Wiley & Sons.
- Sousa, C., & Gonçalves, G. (2017).

- Expatriates and non-expatriates: Effects of cultural intelligence and multicultural personality on passion for work and satisfaction with life. *Psychological Thought*, *10*(1), 90–108. https://doi.org/10.5964/psyct.v10i1.197
- Stoermer, S., Davies, S., & Froese, F. J. (2021). The influence of expatriate cultural intelligence on organizational embeddedness and knowledge sharing: The moderating effects of host country context. *Journal of International Business Studies*, 52(3), 432–453. https://doi.org/10.1057/s41267-020-00349-3
- Subroto, S., & Mas'ud, F. (2016). Peran cultural intelligence (CQ) dalam kepemimpinan lintas budaya. *Diponegoro Journal of Management*, 5(4), 419-430.
- Templer, K. J., Tay, C., & Chandrasekar, N. A. (2006). Motivational cultural intelligence, realistic job preview, realistic living conditions preview, and cross-cultural adjustment. *Group & Organization Management, 31*(1), 154–173.
 - https://doi.org/10.1177/1059601105275 293
- Thingujam, N. S. (2002). Emotional intelligence: What is the evidence?. *Psychological Studies*, 47, 1–3.
- Thomas, D. I., & Anggiani, S. (2018). Kontribusi *cultural intelligence* terhadap *job performance* yang dimediasi *job satisfaction* pada karyawan ekspatriat. *Media Riset Bisnis & Manajemen*, 18(2), 63-70.
 - https://doi.org/10.25105/mrbm.v18i2.50 47.
- Triman, A., & Abdillah, A. (2017). Kecerdasan budaya dan gaya belajar mahasiswa yang merantau di DKI

- Jakarta. *Majalah Sainstekes*, 4(2), 1-6. https://doi.org/10.33476/ms.v4i2.905
- Vajda, P. (2013, November 26). Emotional intelligence or emotional maturity?.

 Management issues. http://www.management-issues.com/opinion/6811/emotional-intelligence-oremotional-maturity/.
- Van Heck, G. L., Oudsten, B. L., & Den. (2008). Emotional intelligence: Relationship to stress, health, and wellbeing. In A. Vingerhoets, I. Nyklíček, & J. Denollet (Eds.), *Emotion Regulation, Conceptual and Clinical Issues* (pp. 97–121). Springer. https://doi.org/10.1007/978-0-387-29986-0
- Yadav, M., & Yadav, R. (2018). Impact of spirituality/religiousness on cyber bullying and victimization in university students: Mediating effect of emotional intelligence. *Journal Religion and Health*, *57*, 1961-1979. https://doi.org/10.1007/s10943-018-0637-8
- Wong, C., & Law, K. (2002). The effects of leader and follower emotional intelligence on performance and attitude: An exploratory study. *The Leadership Quarterly*, 13(3), 243-274. https://doi.org/10.1016/S1048-9843(02)00099-1