

THE IMPACT OF EMOTIONAL QUOTIENT ON ADAPTIVE PERFORMANCE IN GOVERNMENT INSTITUTIONS AND THE MEDIATING ROLE OF ADVERSITY QUOTIENT

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ABSTRACT

Significant changes have occurred in the institutional context of government, including the redistribution of positions and the work system. Civil servants are now expected to be able to deal with and manage differences arising from these changes. This research focuses on the importance of the Emotional Quotient in the context of government institutions regarding Adaptive Performance, emphasising the mediating role of adversity quotient. This study aims to identify and explore the influence directly and indirectly through mediation, using path analysis techniques with Smart PLS (version 4). The data collection process involved three scales of research variables and the participation of 193 employees as respondents. Data analysis showed a direct effect and an influential mediating role in mediating the two variables, revealing all four hypotheses were accepted. The findings from this study are expected to be useful for organisations and psychology practitioners in various industries and institutions.

Keywords : emotional quotient; adversity quotient; adaptive performance.

ABSTRAK

Perubahan signifikan telah terjadi dalam konteks kelembagaan pemerintahan, termasuk redistribusi jabatan dan sistem kerja. Pegawai negeri sipil kini diharapkan mampu menghadapi dan mengelola perbedaan yang muncul dari perubahan tersebut. Penelitian ini berfokus pada pentingnya Emotional Quotient dalam konteks institusi pemerintahan terhadap Adaptive Performance, dengan menekankan peran mediasi adversity quotient. Penelitian ini bertujuan untuk mengidentifikasi dan mengeksplorasi pengaruh secara langsung dan tidak langsung melalui mediasi, dengan menggunakan teknik analisis jalur (path analysis) dengan Smart PLS (versi 4). Proses pengumpulan data melibatkan tiga skala variabel penelitian dan partisipasi 193 karyawan sebagai responden. Analisis data menunjukkan adanya pengaruh langsung dan peran mediasi yang berpengaruh dalam memediasi kedua variabel, yang mengungkapkan keempat hipotesis diterima. Temuan dari penelitian ini diharapkan dapat bermanfaat bagi organisasi dan praktisi psikologi di berbagai industri dan institusi.

Kata kunci : emotional quotient; adversity quotient; adaptive performance

INTRODUCTION

To ensure the organisation's sustainability amid changes in society and information technology advances, it is necessary to change the workplace environment, including work systems, work facilities, and organisational structures. Government employees also need to have the ability to adapt to changes in society and advances in information technology. One of the significant changes in government institutions is the

effort to streamline the bureaucracy, achieved through measures such as simplifying organisational structures, standardising positions, and adjusting work systems. These measures are part of an initiative to increase productivity by transforming a hierarchical and integrated work system into a collaborative and dynamic one (Isdarmadji, 2021; Menteri PAN & RB, 2022). This bureaucratic simplification also has implications for employee performance, an aspect outlined as a multidimensional construct by (Tumanggor & Wibowo, 2021). They differentiate work performance into task, contextual, and adaptive performance as multidimensional constructs (Borman, W. C., & Motowidlo, 1993; Pulakos et al., 2000).

Adaptive performance is considered a separate dimension from task and contextual performance, although success in adaptive behaviour can contribute to both aspects (Huang et al., 2014). Adaptive performance can be seen as a form of behaviour entirely under the employee's control (Park & Park, 2019) or as an individual's ability to cope with and predict changes in an indeterminate work environment, in contrast to the performance of tasks and contextual performance (Zeng et al., 2020). Effective adaptive performance requires employees to cope with uncertain working conditions, such as technological changes, changes in job tasks, organisational restructuring, etc (Pradhan & Jena, 2017). In this context, adaptive performance may involve reactive behaviours, such as adjusting to changes in job tasks and relearning how to perform changing tasks. Adaptive performance can contribute to positive outcomes, including improved job skills and job satisfaction at the individual level. On the organisational level, it involves handling change, organisational learning, and meeting changing customer expectations. (Park & Park, 2019).

In the face of change and unpredictable situations, individuals need the ability to manage stress related to unexpected changes. Cognitive and emotional adjustment skills are required to increase workplace effectiveness and efficiency (Coetzee & Harry, 2014). Regarding cognitive ability, in recent decades, meta-analytic reviews have identified that an individual's general mental ability, known as "g," predicts job performance and success (Kuncel et al., 2004). Nonetheless, further research has shown that IQ has limited predictive impact in predicting job performance, with lower predictive validity than previous findings, possibly due to the "Flynn effect" (Zhao & Sang, 2023). In addition, there are different cultural variations in the relationship between emotional

intelligence (IQ) and occupational achievement; compared to the United States and Europe, this relationship is lower in China and the Middle East (Byington & Felps, 2010).

When facing concerns about the accuracy of predicting cognitive abilities, such as general cognitive ability (g), for job performance, the evolving research is increasingly focusing on the impact of non-cognitive factors. For instance, according to (Goleman, 2001), states that compared to IQ, emotional competence is twice as important. Goleman emphasises that emotional intelligence (EQ) can measure emotional skills to support individual performance. In positive psychology, how individuals cope with challenges in their lives and work is often the focus of research rather than the impact of emotional competence itself (Berardi, 2020; Southwick et al., 2014).

The ability to overcome challenges and adversity with resilience has become essential for today's workforce. According to (S. Singh & Sharma, 2018), Resilience is an individual's ability to manage high levels of pressure, demands, and adversity without experiencing stress. This ability is known as Adversity Quotient (AQ), a science of resilience that involves how a person deals with challenges arising from undesirable and unavoidable situations. The concept of Adversity Quotient (AQ) was introduced to explain why individuals with high levels of IQ and EQ may still face failure in reaching their full potential (Francis, 2000).

Empirical studies indicate that an individual's inability to cope with challenges can result in negative impacts, including pessimism, sadness, helplessness, and inactivity (Mohd Effendi Ewan et al., 2018). Therefore, this study underscores the crucial role of how individuals handle challenges and obstacles, be they emotional, interpersonal, or work-related, in the face of change. This can be observed through the levels of emotional intelligence (EQ) and adversity quotient (AQ) the individual possesses. The overall objective of this study is to assess whether the adaptive performance of civil servants is influenced by their levels of emotional intelligence and adversity quotient. Additionally, the study aims to explore any indirect effects that may affect these two variables. While the proposed relationship has yet to be explored, this study is expected to provide valuable insights into how these factors can enhance or positively influence civil servants' adaptive performance.

REVIEW REFERENCES AND DEVELOPMENT HYPOTHESIS

Adaptive Performance

(Neal & Hesketh, 1999) Describes adaptive performance as a worker's flair to modify fast to changes in their work atmosphere. This highlights the importance of cultivating individual adaptability to agile workplace changes. (Borman, W. C., & Motowidlo, 1993) Classifies performance into "task" and "contextual" strands. Further, vocation is interpreted as innately protean, reshaping the adaptive performance paradigm (Charbonnier-Voirin & Roussel, 2012). (Neal & Hesketh, 1999) Adaptive performance is conceptualised as compartments that can change in dynamic contexts. Pulakos proposed the widely adopted "global adaptive performance" framework (Charbonnier-Voirin & Roussel, 2012; Park & Park, 2019; van der Merwe et al., 2023). This study delves into adaptive performance to enhance the conventional understanding of static performance, aiming to acquire a more profound comprehension of how employees perform in dynamic and ambiguous conditions (Jundt, Shoss, & Huang, 2015). Research strongly emphasises strengthening individuals' equality and flexibility to organisational change, underscoring the significance of adaptive performance (Park & Park, 2019).

Emotional Quotient

(Mayer et al., 2017) Emphasises the significance of emotional intelligence, described as the capability to accurately apprehend, manage, and explicit one's emotions and those of others, as a crucial aspect for personal success. Similarly (L. Singh, 2006) describes emotional quotient (EQ) as the skill to navigate skillfully through emotional signals. There are three main models of EQ: ability-based, which assesses knowledge about emotions; trait-based, which evaluates typical emotional behaviours; and mixed, which combines both approaches. In particular, trait EQ focuses on determining an individual's behaviour in the face of adversity, such as stress and family conflicts (O'Connor et al., 2019). Therefore, trait EQ considers an individual's conduct in response to stress, family conflicts, and other challenging situations. Policymakers should promote EQ to effectively navigate adversity and handle adverse circumstances (Ravikumar, 2023). Individuals with high EQ show high sensitivity to the distress of others, recognising emotions such as resentment, anger, panic, stress, or sadness. They also offer effective self-regulation in adverse situations, fostering adaptive mindsets

such as motivation or creativity (O'Connor et al., 2019). Moreover, people with excessive Emotional Quotient (EQ) offer help to others stricken by anxiety, despair, and stress. (Sadovyy et al., 2021).

Adversity Quotient

According to (Stoltz, 1997), In the context of psychology, adversity is defined as a challenge or obstacle in life. It can also be interpreted as the intelligence to face and persevere in overcoming various difficulties and challenges in life. The Adversity Quotient (AQ) theory, first proposed by Stoltz, was a significant breakthrough in human understanding of the factors needed for success, emphasising the importance of intelligence in the face of adversity (AQ) in addition to intellectual intelligence (IQ). (Stoltz, 1997) describes four fundamental dimensions that serve as indicators of Adversity Quotient: Control (C), Endurance (E), Reach (R), and Ownership (O2). Although (Stoltz, 1997) did not specifically operationalise the AQ concept, some researchers operationalise it as an individual's ability to face and overcome adversity based on Stoltz's initial ideas (Suryadi & Santoso, 2017; Woo & Song, 2015). (Suryaningrum et al., 2020) Similarly, defining AQ is defined as resilience in facing obstacles to success. In addition, AQ deficiency negatively impacts performance, productivity, motivation, strength, responsibility, optimism, and stress resistance (S. Singh & Sharma, 2017).

The Effect of Emotional Quotient, Adversity Quotient on Adaptive Performance

The influence of emotional intelligence (EI) on adaptive performance is significant, as revealed in several studies. In recent decades, research on this topic has increased from various disciplines (Allworth & Hesketh, 1999; Charbonnier-Voirin & Roussel, 2012; Pulakos et al., 2002). However, studies explicitly exploring Adversity Quotient still need to be expanded, especially in assessing the direct influence of Adversity Quotient on adaptive performance. Some studies noted that Adversity Quotient is positively related to job performance (Effendi & Karneli, 2023; Safi'i et al., 2021), Life Satisfaction (Zhao et al., 2022), stress level (S. Singh & Sharma, 2018), and job performance (Soon-Bok, 2021).

Considering the integration of findings from multiple perspectives and the lack of literature directly related to the research context, the researcher aimed to explore the

potential direct effects of the Emotional Quotient and Adversity Quotient constructs on Adaptive Performance. Therefore, the following two hypotheses are proposed:

H1: Adaptive Performance (AP) is significantly and positively influenced by Emotional Quotient (EQ).

H2: Adaptive Performance (AP) is significantly and positively influenced by Adversity Quotient (AQ).

The Effect of Emotional Quotient on Adversity Quotient

Research highlights the critical role of emotional quotient (EQ) and adversity quotient (AQ) in managing personal and work challenges. While some studies show a significant correlation between EQ and AQ (Jimenez, 2021), other studies present conflicting evidence, especially regarding their relationship with performance in specific contexts such as teaching (Marie & Luni, 2014). The exact nature of the relationship between emotional intelligence and adversity and its consequences needs to be more consistently characterised across different contexts. Although there are indications that EQ and AQ may influence each other's development, current findings do not conclusively define the boundaries or implications of this relationship. Further investigation is needed to explore how emotional skills and outcomes for resilience are intertwined and the resulting impact, providing clarity across different populations. Therefore, the following hypotheses are proposed:

H3: Adversity Quotient (AQ) is significantly and positively influenced by Emotional Quotient (EQ).

The Effect of Emotional Quotient on Adaptive Performance Mediated by Adversity Quotient

Research emphasises the critical role of emotional quotient (EQ) and adversity quotient (AQ) in managing personal and work difficulties. While some studies highlight the necessity of AQ in overcoming obstacles (Safi'i et al., 2021), others investigate the intermediary between EQ and adaptive performance. Specific research links emotional intelligence to version, with psychological capital mediating between them. A separate study also showed that the relationship between emotional intelligence and job performance is mediated by work-life balance (Weinzimmer et al., 2017). Still, only some have examined the mediating effect of the adversity quotient construct. Therefore, the following hypotheses are proposed:

H4: Adaptive Performance (AP) is significantly and positively influenced by Emotional Quotient (EQ) when mediated by Adversity Quotient.

RESEARCH METHODS

Method is a method of work that can be used to obtain something. While the research method can be interpreted as a work procedure in the research process, both in searching for data or disclosing existing phenomena (Zulkarnaen, W., et al., 2020:229).

Participants and Procedures

Data for this study was collected from individuals in various departments whose jurisdiction falls under the Regional Government of Bengkulu Province; the data collection technique used purposive sampling, explicitly targeting specific characteristics. The data collection system maintained the anonymity of individuals and groups. The questionnaire and research objectives were announced with the help of individuals known to the author and working under the auspices of the Bengkulu Provincial Government. After one month of questionnaire distribution, 193 responses were obtained, fulfilling the minimum sample requirement of 160 respondents as outlined (Kock & Hadaya, 2018). The descriptive statistics show that of the 193 respondents, 56.99% (110) were female. Most respondents (35.75%) were between 28 and 37 years old. Most also have between 28 and 37 years of work experience. About 49.22% (95) of employees have a bachelor's degree, while 10.36% (20) have a master's degree certificate (see Table 1).

Measurement Development

The survey was conducted using an online Google Form, divided into two sections. The first section consisted of demographic questions and questions related to the variables. To ensure accuracy and equivalence, it was translated from English into Bahasa Indonesia and refined based on feedback from pilot respondents to address ambiguities before the entire survey was circulated. The survey used a standardised 5-point Likert scale, starting from strongly disagree (1) to strongly agree (5), allowing individuals to gauge their attitude. This approach increased clarity, allowing respondents to specify their viewpoints without delay.

The questionnaire design was made according to the scale development procedure. The Emotional Quotient was measured with the help of the BEIS-10 scale, which consists of ten items developed by (Durosini et al., 2021). The MY-AQi scale measures the

Adversity Quotient, composed of twelve things adopted by (Mohd Matore et al., 2021). In addition, the endogenous construct of adaptive performance, consisting of six items, was taken from previous research (Pradhan & Jena, 2017).

RESEARCH RESULT AND DISCUSSION

Descriptive statistics

Descriptive statistical analysis was conducted initially using SPSS 26 software. This involved calculating correlations among all variables examined, as presented in Table 2, to identify deviations from assumptions made before modelling. The main objective was to inspect the initial data patterns and assess bivariate correlations visually, confirming acceptable normality, linearity, and homoscedasticity across indicators. This confirmation ensures the suitability of the dataset for subsequent analysis using structural equation modelling techniques and helps avoid potential violations that could negatively impact model testing and interpretation.

Measurement Model

To evaluate the hypothesised relationships, look at partial least squares structural equation modelling (PLS-SEM) using the SmartPLS software program. Indicator significance was determined through bootstrapping analysis with 5,000 resamples (Jr. et al., 2017). As discussed by (Anderson & Gerbing, 1988), SEM includes measurement model analysis and structural modelling. Furthermore, to measure the robustness.

Measurement Model Analysis (Outer Model)

Size model analysis examines convergent validity, assessing the volume to which indicators of a particular assemble come collectively, and discriminant validity, comparing variations among constructs. Several standard criteria are used to evaluate convergent validity and establish reliability (Bagozzi & Yi, 2012; Fornell & Larcker, 1994; J. Hair et al., 2010): 1) indicator loading, 2) Cronbach's alpha, 3) composite reliability, and 4) average variance extracted (AVE).

Validity Test

The results presented in Table 3 indicate that all constructs exhibit substantial factor loadings (ranging from 0.701 to 0.828), surpassing the recommended threshold of 0.6. Cronbach's alpha values also exceeded 0.7 for all constructs, allowing for the elimination of poor indicators. Additionally, the composite reliability values were above 0.7, and the average variance extracted (AVE) exceeded 0.5 for each construct (Fornell

& Larcker, 1994; J. F. H. Hair et al., 2018), Confirming the scale's reliability and convergent validity.

Finally, to assess the discriminant validity of the key constructs, this study analysed the Fornell-Larcker criterion and the heterotrait-monotrait ratio (HTMT). Table 4 reports that the results are all below 0.9 (Fornell & Larcker, 1994; Henseler et al., 2015), indicating that all conditions of discriminant validity are met.

Structural Modeling (Inner Model)

Based on (Tenenhaus et al., 2005; Ziggers & Henseler, 2016) research, to evaluate the overall quality and fit of the model, this study used goodness-of-fit (GoF), standardised root mean square residual (SRMR), and the normed fit index (NFI). From the results obtained, the GoF value is 0.510, and the recommended limit is above 0.36 (Tenenhaus et al., 2005). The SRMR value obtained is 0.059, with a recommended limit of 0.08 (J. Hair et al., 2010). The NFI value was 0.804, exceeding the recommended value of 0.8 (Ziggers & Henseler, 2016). Thus, the overall research model has a satisfactory fit and is acceptable as it meets academic standards.

Next, to evaluate the predictive power of the in-sample model, compare the R² score to the evaluative endpoints suggested by (0.25 = weak, 0.50 = moderate, 0.75 = substantial) (J. F. H. Hair et al., 2018) The results in Table 5 show that R² is 0.500 for the endogenous latent variable Emotional Quotient. This means that the two latent variables (EQ and AQ) with moderate strength explain 50.0% (moderate influence) of the variance in AP. In addition, EQ explains 45.1% (weak force) of the conflict in AQ. Additionally, the effect size of Q2 was evaluated and compared to the cutoff points (0 = small, 0.25 = medium, and 0.5 = large) recommended by (J. F. H. Hair et al., 2018). Based on Table 5, the AP variable has a Q-Square value of 0.453, and AQ has a Q-Square value of 0.439, indicating that these variables have good predictive relevance.

The results of hypothesis testing are based on Table 5:

H1, we also estimate that the Emotional Quotient significantly affects Adaptive Performance. Table 5 shows each ($\beta = 0.243$, $p < 0.05$). This indicates that Emotional Quotient substantially contributes to overall Adaptive Performance.

H2, we hypothesise that the Adversity Quotient affects Adaptive Performance. As shown in Table 5, it is statistically significant ($\beta = 0.520$, $p < 0.05$). This indicates that the Adversity Quotient contributes significantly to overall Adaptive Performance.

H3 also predicts a positive and statistically significant relationship between Emotional Quotient and Adaptive Performance. Falling below the threshold ($\beta = 0,671, p < 0.05$), the hypothesis is accepted. This further underscores the fundamental role of the Emotional Quotient in Adversity Quotient.

H4, we hypothesised that Adversity Quotient mediates the relationship between Emotional Quotient and Adaptive Performance. As shown in Table 5, the mediation is statistically significant ($\beta = 0.163, p < 0.05$). This suggests that the Adversity Quotient is essential in driving overall Adaptive Performance.

PLS predictive analysis completes the structural model evaluation process (Shmueli et al., 2019). PLS predictive analysis used the default setting to assess the out-of-sample model's predictive power. Root Mean Square Error (RSME) and Q² predicted values from the PLS model and RSME values from the linear model (LM) were used to achieve this goal. Table 6 summarises the results regarding Adaptive Performance as a crucial endogenous construct in the model. Evaluating the Q²_predict values in the PLS-SEM results reveals that all Q²_predict values are positive. The model's high out-of-sample predictive performance is further demonstrated by the fact that, regarding RSME values, none of the Adaptive Performance items in the PLS-SEM analysis produced more significant prediction errors than the LM (linear model).

Robustness Check

As a measure of robustness, linearity tests the connection among constructs in PLS-SEM evaluation (Sarstedt et al., 2020). Specifically, we focus on the squared effects between latent variables in the proposed model, including two-step squared effects (J. F. Hair et al., 2021). Two-step percentile bootstrapping test results at the 5% significance level with 5,000 subsamples (Jr. et al., 2017) revealed no statistically significant squared effects. In other words, the relationships among the latent factors are all linear, which shows the model's validity (see Table 7).

DISCUSSION

The results provide support for the validation of all four proposed hypotheses. Our findings suggest that the Adversity Quotient mediates the relationship between the Emotional Quotient and adaptive performance. This corroborates previous studies highlighting the Adversity Quotient's mediating role in various variables (Muarifah et al., 2022; Runtu et al., 2019). Based on the research results, Adversity Quotient plays

the role of a mediator. Essentially, the development of adaptive performance is likely influenced by the Emotional Quotient, and the Adversity Quotient further shapes this relationship.

Based on the findings presented in Table 5, it can be concluded that Emotional Quotient (EQ) has a significant direct impact. This means that the higher the level of Emotional Quotient possessed by employees in their organisational work context, the more likely their Adaptive Performance will increase. In other words, employees with high emotional quotients have the potential to improve their adaptive performance when operating in an organisational environment. Strong skills in managing emotions, both in oneself and others, are positively correlated with their level of performance adaptability.

Adversity Quotient (AQ) has also been shown to play an essential role in the employee context. A deep understanding of the Adversity Quotient equips individuals to face personal and professional challenges. This is evident through the relationship between Emotional Quotient and AQ, as depicted in Table 5. Consistent with other research findings confirming the influence of Emotional Quotient on Adversity Quotient, employees gain insight into how to approach personal or work-related challenges (S. Singh & Sharma, 2018). Adversity Quotient (AQ) in the context of CO2RE also has a significant and influential role in Adaptive Performance. The adversity Quotient can contribute to employees by improving their adaptive performance.

CONCLUSIONS

This research focuses on the importance of the Emotional Quotient (EQ) of Civil Servants in government organisations on Adaptive Performance, emphasising the Adversity Quotient (AQ) mediating role through route evaluation techniques and with the assistance of clever PLS version 4. This look seeks to investigate and recognise the direct and indirect results. The implications of this study are expected to make valuable contributions to organisations and psychological practitioners in various industries and institutions. However, it is recognised that this study has limitations, especially regarding the limited number of respondents, so the results cannot be applied universally. For future research, adding additional variables and increasing the number and diversity of respondents is recommended to gain a more comprehensive understanding.

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FIGURE AND TABLE

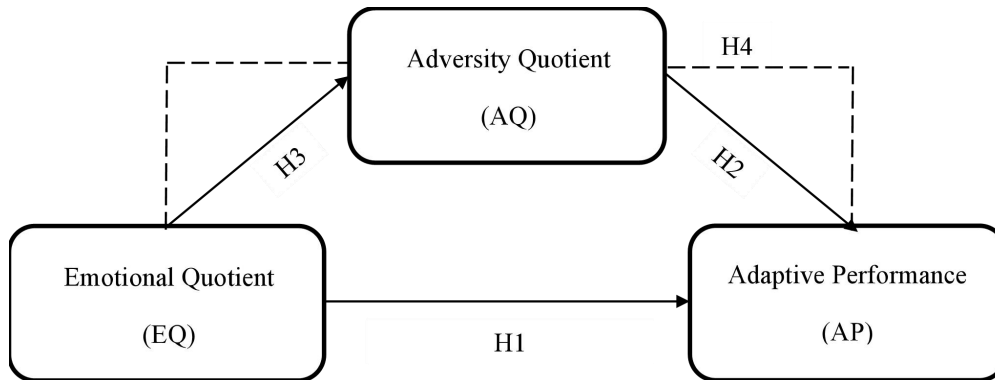


Figure 1. Model Framework

Table 1. Socio-demographic profile of respondents

Deskripsi		Persentase (%)
Gender	Male	43,01%
	Female	56,99%
Last education	SMA/SMK/Equivalent	22,28%
	D3	18,13%
	bachelor	49,22%
	master	10,36%
Age	18-27	8,81%
	28-37	35,75%
	38-47	33,16%
	48-57	22,28%
Position Level	Golongan II	31,61%
	Golongan III	58,55%
	Golongan IV	9,84%
Years of service	2-3 years	11,92%
	3-5 years	10,36%
	5-7 years	11,92%
	>7 years	65,80%

Table 2. Descriptive statistics analysis

	M	S.D	1	2	3	4	5	6
1. Gender	,43	,496						
2. Age	40,29	9,315	,048					
3. Tenure	12,69	8,497	,014	,904**				
4. TJ	2,78	,608	,018	,675**	,575**			
5. EQ	41,08	4,053	,021	,053	,033	,088		
6. AQ	49,08	4,977	,015	,041	,072	,047	,667**	
7. AP	29,46	3,224	,036	,025	,030	,072	,710**	,593*

*

Source: SPSS output results, 2023

Table 3. Model Construction Results.

Construct	No. of item	Item loading	CR	AVE	Cronbach's α
EQ	10	0,701 - 0,766	0,917	0,526	0,900
AQ	12	0,705 - 0,761	0,930	0,527	0,918
AP	6	0,726 - 0,828	0,896	0,590	0,861

Source: SmartPLS output results, 2023

Table 4. Discriminant Validity of Constructs.

Variable	AP	AQ	EQ
Discriminant Validity: Fornel–Larcker Criterion			
AP	0,768		
AQ	0,593	0,726	
EQ	0,684	0,671	0,725
Heterotrait-Monotrait-Criterion			
AP			
AQ	0,659		
EQ	0,771	0,734	

Source: SmartPLS output results, 2023

Table 5. Results of Hypothesis Significance Testing and Path Coefficients

Hipotesis	Path Coefficient	P value	Sig?	R Square	Q Square
Direct Effect					
AQ -> AP	0,243	0,001	yes	0,500	0,453
EQ -> AP	0,520	0,000	yes		
EQ -> AQ	0,671	0,000	yes	0,451	0,439
Indirect Effect					
EQ -> AQ -> AP	0,163	0,005	yes	-	-

Source: SmartPLS output results, 2023

Table 6. PLS Predict

Item	PLS result		LM result	$RMSE_{PLS} - RMSE_{LM}$
	$Q^2_{predict}$	RMSE	RMSE	
AP1	0,307	0,638	0,632	0,006
AP2	0,271	0,502	0,511	-0,009
AP3	0,181	0,521	0,528	-0,007
AP4	0,223	0,547	0,563	-0,016
AP6	0,284	0,436	0,447	-0,011
AP7	0,312	0,458	0,479	-0,021

Source: SmartPLS output results, 2023

Table 7. Results of Non-Linear Effect Assessment

	Original sample (O)	T statistics ((O/STDEV))	P values	Sig?	f square
QE (AQ) -> AP	-0,042	0,935	0,350	no	0,004
QE (EQ) -> AP	-0,041	0,909	0,364	no	0,004
QE (EQ) -> AQ	-0,050	1,520	0,129	no	-0,05

Source: SmartPLS output results, 2023