Cultural Intelligence as a Pre-Requisite for Voice Behavior of Pharmaceutical Sector Employees in Indonesia: Mediating Role of Servant and Ethical Leadership Styles

Tetra Hidayati[1]*, Saida Zainurossalamia[2]

[1,2] Faculty of Economics and Business, Universitas Mulawarman, Samarinda, Indonesia.
*Corresponding Email: tetra.hidayati@feb.unmul.ac.id

ABSTRACT

The employees in every organization typically experience culture intelligence as a pre-requisite for the voice behavior of employees including the role of servant and ethical leadership style. The study has an important aim to check and analyze the influence of cultural intelligence on behavior of voice while servant leadership plus ethical leadership play an important mediating role between them. The data has been collected from almost 310 individuals, these are the front-line employees of the pharmaceutical companies. The data has been analyzed by applying various software such as SPSS and AMOS. Furthermore, the major data analysis techniques that have been used are SEM and CFA. The analysis and discussion have indicated that all hypotheses have accepted. The conclusion have signify that the leadership of servant and leadership of ethics as a mediators has an important role and positive mediating role in the association between behavior of voice and cultural intelligence of employees under the company. Moreover, the given study is novel and original because no

previous study has checked the servant leadership and ethical leadership between intelligence based on culture and behavior of voice. The study is also effective in terms of theoretical, managerial, and practical implications. The study has helped managers and individual employees to understand behavior of voice in the workplace.

Keywords: Cultural intelligence, servant leadership, ethical leadership, voice behavior.

INTRODUCTION

Dynamic and complex business environment is continuously transforming organization's administrative and managerial functions. Pursuant to cut-throat competition, organizations proactive behavior is crucial for organization's adaptability, success and survival (Afsar, Shahjehan, Shah, & Wajid, 2019). In the line with present circumcenters, organization needs new ideas and organizational practices to sustain competitive advantage for which employee participation is essential. Suggesting new and creative ideas, giving opinions and voicing work related concerns is referred as voice behavior (Chou & Barron, 2016). Aryee, Walumbwa, Mondejar, and Chu (2017) suggested that organizations must build open communication to boost employee voice behavior to uphold

constant growth and sustainability. Specifically, raising important issues and problems, and then proposing solutions make organizational process more effective. Voice behavior has drawn significant attention from scholars in research (Chao, Takeuchi, & Farh, 2017). However, voice behavior become a difficult phenomenon, work related to different culture setting where attitudes, beliefs and opinions of employees are different. Through existing literature (Jiang, Le, & Gollan, 2018) it is observed that employees look difficulties in adaptability along with adjustment in culturally diverse organizations, which restrict them from speaking up in the organization. Therefore, employees must have understanding of different cultures rules and norms to behave in an appropriate manner (Jiang et al., 2018).

Table 1: Market value of pharmaceutical industry in Indonesia

Years	Market in Trillion
2014	59.6
2015	62.5
2016	57.2
2017	72.2
2018	75.8

In the given context, intelligence of culture perform a fundamental function in enabling employees to perform efficiently in the complex environments. According to Shah and Barker (2017) cultural intelligence is viewed as an ability of person to judge the cultural values and standard for functioning and managing effectively in different cultural settings. Employees that have Cultural intelligence can overcome cultural constraints making engaging or speaking in voice behavior easy for them. People with better cultural intelligence can handle problems effectively in diverse

cultural setting due to imperious capability in assimilating the reasoning detection rightly. Further it is suggested that culturally intelligent workers have good relationship and trust with co-workers, they understand cultural differences and ideologies thus act in accordance with the co-workers thus acting in accordance with co-worker's expectation and perform better (Barnes, Ponder, & Hopkins, 2015). Complexity at the place of work requires that professionals must have ability to handle cross-cultural situations in addition to domestic context. Effective leadership such as

transformational and servant leadership is considered capable of developing cultural intelligence and voice behavior in forever increasing diversity of culture and handling a conversion of organization towards that (Fitri, Elmanizar, Nugraha, Yakub, & Cahyono, 2019). A leader of transformation has the capability to handle the organizational culture. A transformational leader has better understanding of an organizational also possess the skills to recognize other cultural differences. By giving individual consideration to followers, transformational leader encourages them to voice their ideas, issues and solution

which create voice behavior in an organization (Farahnak, Ehrhart, Torres, & Aarons, 2019). Additionally, servant leader has greater cultural intelligence, because servant leaders main focus is serving others them, servant leaders support individuals with a minorities social identity (Bauer, Perrot, Liden, & Erdogan, 2019). Try to resolve issues of employees and listen to them that promotes voice behavior. Under transformational and servant leadership, employees have trust in their leaders, which can provoke them to express their ideas freely.
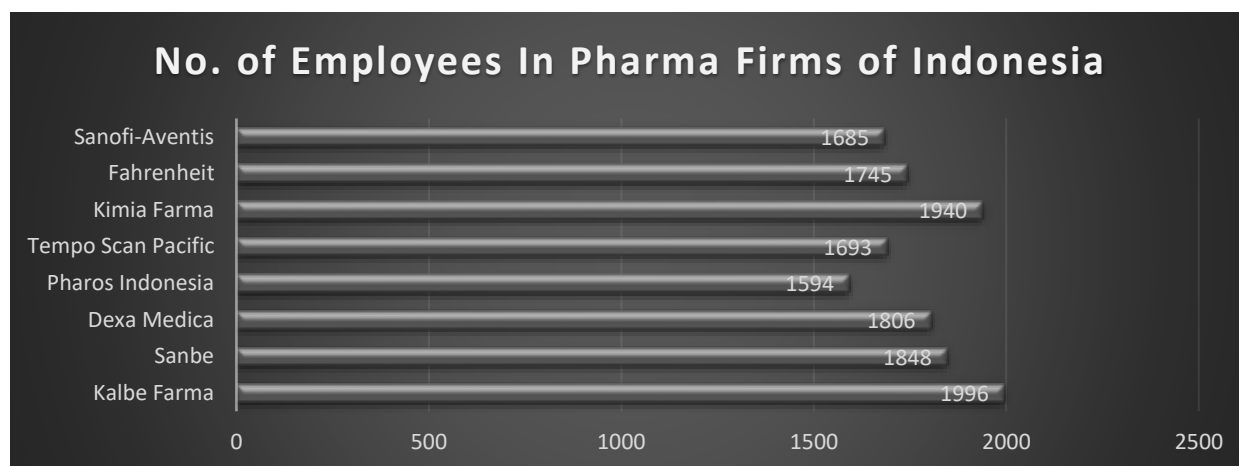

Figure 1: Number of Employees in Pharma Firms of Indonesia

Rapid globalization in today's business has brought cultural diversity in organization which has increased pressure on organizations to manage these cultural obstacles (Pieterse, 2019). Adopting transformational and servant leadership will help in managing cultural differences. These effective leadership styles drive cultural intelligence and voice behavior. Specifically, Indonesian firms are facing cultural impediments. Its population consists of distinct ethnic and religious groups that contributes in diverse organizational culture so these firms have workers from different cultural background that necessitate organization to develop cultural intelligence mechanism (Hajro, Gibson, & Pudelko, 2017). Especially, in pharmaceutical industry cultural intelligence play an important role in managing cultural barriers. Service providers in this industry have direct interaction with different customers that may vary in cultural context (Jaiswal & Dhar, 2016). Therefore, organization must adopt different leadership styles that nurture employee's cultural intelligence. However, no study has elaborated the link among Cultural intelligence, leadership of transformation or servant plus voice behavior in Indonesian pharmaceutical context. Generally, the association between cultural intelligence and various forms of leadership has been examined by Solomon and Steyn (2017a), which has helped organization to establish strategies to promote cultural intelligence. However, limited studies (Schlägel & Sarstedt, 2016) have explored the association between behavior of voice plus cultural intelligence. This paper will boost understanding of employee's voice behavior by investigating the work of cultural intelligence in improving voice behavior.

Current study proposed to fill empirical and theoretical gap with following objective.

i. To determine the degree to which Cultural intelligence influence voice behaviour of employees in Indonesian pharmaceutical industry.

ii. To analyse the effect of cultural intelligence on servant and transformational leadership.

iii. To explore that how different forms of leadership (servant and transformational) enhance voice behaviour.

iv. To examine the level to which transformational and servant leadership mediates the link among cultural intelligence and voice behaviour of employees.

Moreover, contrary to previous studies, this study has primarily examined impact of servant leadership on voice behavior by incorporating new methodological the detailed examination of the proposed hypothesis is important for management the service provider, for the enhance performance of an organization, to build strategies. Thus, the remaining of the research overcome the related literature and hypotheses formulation, in part 3 the methodology of the research will be discussed, furthermore in section four data analysis and results are explained, at the end in 5 section includes a conclusion and future policy implication.

LITERATURE REVIEW AND THEORETICAL BACKGROUND

The process of social exchange is instigated when usually a perpetrator, a supervisor, manager, coworker, treats the targeted individual with a positive or negative behavior (Rashid, Dastgeer, & Kayani, 2018). Behavior is the underlying social exchange in this concept which gives rise to

different outcomes. These preliminary behaviors are known as initiating actions, which are fundamental in establishing rapport and goodwill among the intra-organizational bodies (Cropanzano, Anthony, Daniels, & Hall, 2017). The actions base on positive views entail giving guidance, support, motivation, direction through perpetrator actions, whereas negative initiations include bullying, incivility, aggression. In response to these initiations-whether positive or negative- the supervisees or coworkers choose to respond in a manner that reciprocates the action and behavior of the perpetrator. This view is known as the social exchange theory (Cropanzano et al., 2017). The social exchange theory posits which in reaction to positive initiating actions. The targeted individuals tend to reply by demonstrating and engaging in positive reciprocating actions (Rashid et al., 2018). Different learning theories have tried to explain the employer employee, supervisor supervisee relationship as a consequence of the behavior, attitude, leadership qualities and styles demonstrated by the superior authority (Hakimah, Nugraha, Fitri, Manihuruk, & Hasibuan, 2019). Different theorists have proposed that the social exchange theory can serve as a base of explaining and giving a thorough insight as to how ethical and servant leaders influence employee and organizational outcomes- particularly employee's voice in the context of our study. The theory of social exchange proposes that the leaders' behavior is reciprocated by employees on the basis of mutual reciprocity as a part of a social exchange continuum (Madison & Eva, 2019; McCune Stein & Ai Min, 2019). These relationships between the leaders and subordinates are cultivated on the basis of interactions and both parties are motivated from the existence of mutual benefits (Kacmar, Tillman, Harris, & Whitman, 2016). Leadership of ethics is defined as the leader's orientation of doing the right thing and instilling this belief in his/her followers or subordinates as well (Moore et al., 2019). Traits like motivating, upholding, supporting the subordinates are characterized in the ethical leadership construct. Social exchanges require the presence of trust on part of the perpetrator and receiver, and by definition ethical leaders have a tendency to maintain trust of their followers (Bedi, Alpaslan, & Green, 2016). The servant leadership style is characterized by the leaders' affinity to serve his/her followers or subordinates (Madison & Eva, 2019). These type of leaders have a certain amount of power however this power isn't demonstrated or used to take advantage of the employees, instead convincing tactics are utilized. Servant leaders utilize their power to ascertain that the employees grow at a constant rate, have an upward trajectory in the organization and are responsible towards the actualization of organizational objectives (Eva, Robin, Sendjaya, van Dierendonck, & Liden, 2019; Ilkhanizadeh & Karatepe, 2018). The association of leadership styles and social exchange theory and perspectives are used to control various employee outcomes in the organization. This research is seeking out the effects of cultural intelligence on employee voice in this social exchange construct.

Cultural Intelligence and Employee Voice Behavior

The concept of cultural intelligence CQ was conceptualized by Sternberg and Detterman (1986) structure of multiple loci

of intelligence. Cultural intelligence is referred to as the knowledge of different cultures according to the accepted behaviors, values, norms etc. Culturally knowledgeable and intelligent individuals are efficient and competent in navigating and sorting through multicultural interactions (Van Dyne, Ang, & Tan, 2016). CQ refers to the capacity of not only being able to adjust but also influence the inter-cultural, multi-cultural or cross-cultural exchanges (Afsar et al., 2019). CQ perspective gives insight as to why some leaders are capable to manage their orientation plus behaviors according to the necessities of various cultures, while some people might not be so efficient (Ott & Michailova, 2018). Van Dyne et al. (2016) pointed out four dimensions of cultural intelligence that manifest different employee competencies. The first is metacognition, which basically refers to the cognitive ability of an individual to understand and grasp the knowledge related to different cultures, this dimension reflects the negotiating competencies of leaders when traversing through different cultures (Solomon & Steyn, 2017b). The second dimension is of cognition. This dimension represents an individual's knowledge about the customs, values, beliefs and societal standards. This dimension signifies the competency of a leader in engaging with cross-cultural parties, employees, clients etc. while the dimension at third is the motivational cultural intelligence. This dimension reflects the desire of a leader to adapt, accustom and familiarize one's self and the organization with other cultures. These competencies are reflected as the willingness and energy to gain knowledge and immerse in cross-cultural settings. The fourth measurement is the behavioral CQ (Chao et al., 2017; Schreier & Kainzbauer, 2016; Solomon & Steyn, 2017b). This dimension signifies the display of appropriation and adoption of cross-cultural norms and beliefs, these can be both verbal and non-verbal. Schreier and Kainzbauer (2016) Posited that the dimensions of CQ reflect the integration of knowledge required to navigate through the cultural disparities that might arise among one's own and other's cultural programming.

Employee voice is defined as an optional behavioral characteristic that involves communication intended with the purpose of constructing arguments and solutions (Wilkinson, Gollan, Kalfa, & Xu, 2018). In the field of business management the voice of employee consists of both; concerns and suggestion. Researchers have therefore divided this concept basically in two dimensions first one is promotive while the second is prohibitive voice (Aryee et al., 2017). Behavior of promotive voice described the expression of suggestions and ideas aimed towards the betterment of the working conditions to advantage the employees and firms (Duan, Li, Xu, & Wu, 2017). On the contrary, the prohibitive voice is explained as the expression of problems and concerns relating to the work environment and organization. Promotive and prohibitive voice behaviors play an important job in navigating the employee-employer relationships and organizational health (Peng & Wei, 2019). People who possess cultural intelligence can handle conflicts arising in a diverse workplace more efficiently due to their competency in navigating, detecting and reasoning with employees. CQ facilitates the instigation of positive relationships with others and the presence of voice competency persuades employees

to interact amicably with each other (Jiang & Le, 2016). On the behalf of this relationship the hypothesis can be proposed that is following

H1: The relationship between employee voice behavior and cultural intelligence is significant.

The Mediating Effect of Servant Leadership

Leaders perform an important task in the improvement of employee voice. Servant leadership style is oriented towards sheer employee-employer relation dedication (McCune Stein & Ai Min, 2019). Such leadership way has played an affluent role in shaping the organization citizenship behaviors of employees. Servant leaders are fully committed towards their subordinates, they conceive the leader role as a tool of helping the employees attain their complete potential (Karatepe, Ozturk, & Kim, 2019). In such premises and conditions the employees develop respect and trust towards their leaders. The leaders are viewed as sources of inspiration and motivation (Ilkhanizadeh & Karatepe, 2018). Most employees at top management positions are culturally intelligent as the organizational workforce trend is oriented towards diversity. Leaders can therefore offer assistance and understanding to employees irrespective of their diversity and cultural disparity. The social exchange theory posits that when a servant leader puts the benefits of his/her subordinates first, provides help, communicates openly and effectively, lends support, provides empowered work activities, makes a transaction in the social construct (Madison & Eva, 2019). These type of behaviors are then reciprocated by employees in the shape of positive work behavior. When employees are faced fairly by a leader, feelings of trust take root. On the basis of this trust and vast cultural knowledge employees are motivated to demonstrate a positive organizational citizenship behavior. As employee voice is the focus of this study therefore on the basis of previously established connections and relationships we can propose that the servant leadership style may have an impact on the relationship between cultural intelligence and constructive voice behavior of employee (Eva et al., 2019).

H2: There is a significant mediating impact on the relationship of cultural intelligence and employee voice.

The Mediating Effect of Ethical Leadership

Past studies have found out the four core characteristics that influence employee voice on the basis of ethical leadership (Chen & Hou, 2016). First, ethical leaders demonstrate concern about the employee's feelings, emotions, thoughts and opinions. Such an understanding stance from the leader encourages the employees to speak and give suggestions on work-related and ethical matters of the organization (Duanxu, Gan, Wu, & Wang, 2015). Second, ethical leaders are quite concerned about ethical conduct and strain emphasis the importance of ethical behavior. This behavior of leaders serves as a positive example for employees and encourages them to make constructive contributions by voicing out their opinions and reservations. Leaders who demonstrate encouraging attitudes and distribute rewards on the practice of positive and constructive attitudes, reinforce the occurrence of positive behaviors, like voice. Third, ethical leaders communicate and interact with employees in a truthful manner, this behavior promotes the emergence of trust between leaders and subordinates (Fitri et al., 2019). Fourth ethical leaders emphasize the importance of constructive voice behavior through reinforcing the activities of voice legitimacy and importance. Moreover ethical leaders have high levels of CQ (Bai, Lin, & Liu, 2019; Shapiro & Stefkovich, 2016; Xu, Qin, Dust, & DiRenzo, 2019). In return for that we can formulize the following hypothesis;

H3: There is a significant mediating impact of ethical leadership on the relationship between cultural intelligence and voice behavior of employee.

RESEARCH MODEL
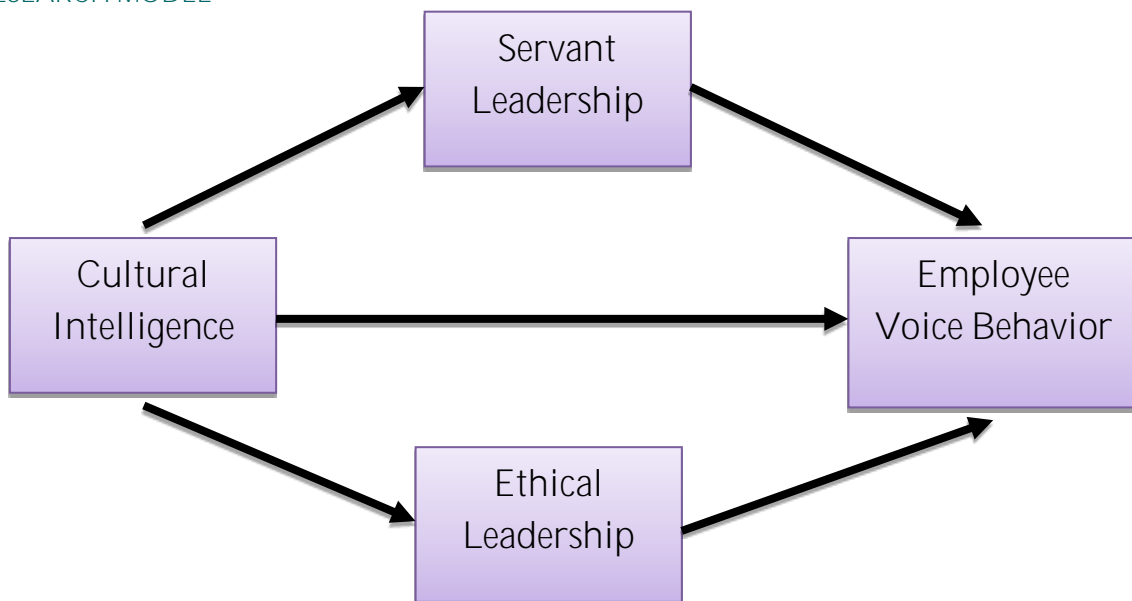
METHODS

Sample

The respondents of the study are the employees of leading Pharmaceuticals companies in Indonesia. The respondents are the culturally heterogeneous group of employees that are working in pharmaceuticals companies. The sample consists of both front line and customers contact employees to diversify the participation of employees. In order to avoid biasness in responses, the author self-administered the survey by personally visiting the employees to get the responses. In total, the questionnaires were distributed to 480 employees by personally requesting them to participate in survey, among which 50 abandoned the survey and few give invalid responses. The effective response rate of survey was 65 percent. Hence, the valid data size is based on 310 responses. As far as contribution of females are concern, the female respondents comprised on 47.7 percent of total respondents. In terms of education, the survey data is fairly distributed. In terms of ages, the respondents almost 31.3 % comes under age bracket of 41-50, while respondents as 29 % comes under age of 31-40, and 15.8 percent respondents are old than 50 years.

MEASURES

Cultural intelligence

The cultural intelligence is the independent variables. The measure of the variable is based on the scale of Ang, Van Dyne, Koh, and Ng (2004). The measures is comprised on twenty items which explain cultural intelligence by using four items to get responses on metacognitive cultural values, six items to get responses on cognitive cultural values, five items to get responses on motivational behavior to adapt new culture, and five items to get responses on behavioral aspects of cross cultural situations. The responses on the variables are observed on Likert scale at five point from strongly agree to strongly disagree.

Voice behavior

The Voice behavior is the dependent variables which are explained by adopting the six –item scale of Van Dyne and LePine (1998). The items assess the promotive perspectives such as ideas for organizational improvement and transformational aspect to take initiatives for positive change. The things are calculated on five point Likert scale from one to five.

Ethical leadership style

The ethical leadership style is measured by adopting the scale of Avolio, Bass, and Jung (1999) that are the modified form of multifactor leadership questionnaire. The responses of the items are measured on five point Likert scale from strongly agree to strongly disagree. The things covers the ethical leadership broader dimension in perspective of cultural intelligence and voice behaviors.

Servant leadership style

The servant leadership style is rely on the 12 survey items adopted from the study of Dannhauser and Boshoff (2006).The items of servant leadership elicit the responses of participants on following dimensions of servant leadership that is calling of wisdom, healing of emotions, calling of altruistic and stewardship organization. The surveys items are calculated on five point likert scale from strongly disagree to strongly agree with situations.

Empirical Analysis

The empirical model of research goals to analyze the mediating effects of servant plus ethical leadership on the linkages between intelligence of culture and voice behavior of employees. The model comprised on latent variable which coefficients are measured by using Structural equation model on AMOS. Moreover, AMOS is also employed to run confirmatory factor analysis and model fitness test to check the health of theoretical framework. In addition, o SPSS frequency allocation of demographic attributes of respondents and descriptive examine data for outlier observance, normality, mean, median, and standard deviation of data is estimated.

DATA ANALYSIS AND INTERPRETATION

Demographic Details

The aim with which the study was conducted was to know the impact casted by cultural intelligence on voice behavior, to know how good mediators are servant leadership and ethical leadership between cultural intelligence and voice behavior. The study took a total sample of 310 individuals, out of which 162 were males and 148 were females. The percentage of males was higher than the females in sample. Out of 295 individuals, 37 were under graduation, 135 were graduates, 104 had master's degree and 34 had some other degree. Out of 310 individuals, 74 were between 21 to 30 years of age, 90 were between 31 to 40 years of age, 97 were between 41 to 50 years of age and 49 were above 50 years of age.

DESCRIPTIVE STATISTICS

Table 1: Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error
CulIntelli	310	1.00	4.94	3.5645	1.06633	-.797	.138
SerLead	310	1.00	5.00	3.4274	1.08584	-.602	.138
EthLead	310	1.00	5.00	3.5060	1.09396	-.802	.138
VoiBeh	310	1.00	5.00	3.4987	1.12627	-.670	.138
Valid N (listwise)	310						

The table 1 above is showing the descriptive details of the study, there is a complete summary about the explanations of the variables, the descriptive coefficients are being shown in the above table. The data given in the table is a representation of the whole population in the form of a sample. It can be seen through the data that no outlier is present in it, because the maximum values and the minimum values lie exactly in the threshold range of the 5-point Likert scale. The values for skewness are present between -1 to +1 and so it can be observed that it is present in the threshold range of normality. The given data is proved to be normal and valid and can be proceeded for further testing.

Factor Loading and Convergent Validity

Table 2: Factor Loading and Convergent Validity

	1	2	3	4	CR	AVE
CI1	.631				0.912	0.733
CI2	.720					
CI3	.769					
CI4	.812					
CI5	.772					
CI6	.798					
CI7	.781					
CI8	.832					
CI9	.831					
CI10	.903					
CI11	.777					
CI12	.767					
CI13	.718					
CI14	.826					
CI15	.822					
CI16	.887					
CI17	.885					
CI18	.892					
CI19	.867					
CI20	.880					
SL1			.814		0.923	0.749
SL2			.839			
SL3			.850			
SL4			.863			
SL5			.858			
SL6			.863			
SL7			.805			
SL8			.813			
SL9			.821			
SL10			.833			
SL11			.782			
SL12			.800			
EL1		.923			0.917	0.743
EL2		.797				
EL3		.796				
EL4		.735				
EL5		.753				
EL6		.790				
EL7		.715				
EL8		.709				
EL9		.894				
EL10		.878				
EL11		.886				
EL12		.891				
EL13		.903				
EL14		.890				
EL15		.875				
VB1				.751	0.948	0.754
VB2				.749		
VB3				.767		

VB4	.837
VB5	.794
VB6	.821

The above table 2 is showing the factor loading and the discriminant validity of the given variables. All of the indicators have a factor loading of more than 0.7, which shows that all of the indicators are reliable and also eligible for further testing and analysis. All of the factors are in a suitable threshold level and all of the factors are in a suitable and valid sequence and range as well. This data is good to go for further testing and analysis, data is reliable.

Discriminant validity

Table 3: Discriminant Validity

	SL	CI	VB	EL
SL	0.865			
CI	0.507	0.856		
VB	0.372	0.538	0.868	
EL	0.396	0.418	0.544	0.862

The validity master sheet is used to confirm the convergent and discriminant validity of the variables of the research model. The discriminant validity provided the discrimination between variables while the convergent validity was measured with the help of composite reliability and average variance extracted. The outcomes and the convergence of each of the variable is more than 70%. Average variances extracted are more than 50%, while the discriminate validity showed that the loading of each of the variable has a discrimination from the other one. All of the variables have maximum loading with itself as compared with other, so collected data is authentic.

Confirmatory Factors Analysis and KMO

Table 4: Confirmatory Factors Analysis and KMO

CFA Indicators	CMIN/DF	GFI	IFI	CFI	RMSEA	KMO
Threshold Value	≤ 3	≥ 0.80	≥ 0.90	≥ 0.90	≤ 0.08	0.6 – 1.0
Observed Value	2.941	0.800	0.912	0.912	0.078	0.942

The table 4 is showing results for confirmatory factor analysis and KMO, the table is showing that CMIN is less than 3, GFI is more than 0.80, CFI is more than 0.90, IFI is more than 0.90, and RMSEA is less than 0.08. All of the results showed that the data is in valid range and is good to go for further testing. Following is the screen shot of CFA in figure one.
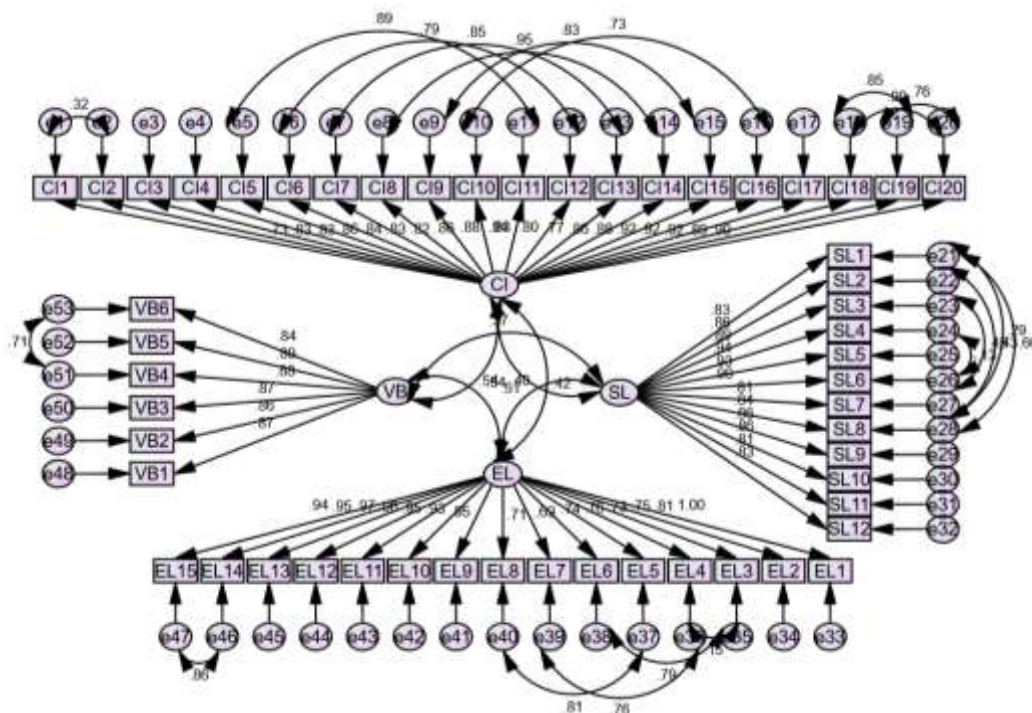

Figure 1: CFA

SEM

Table 5: Structural Equation Modeling

Hypothesis	B-Value	SE	P-Value	Decision
CI→VB	.355	.058	.000	Accepted
CI→SL→VB	.027	.052	.590	Rejected
CI→EL→VB	.383	.050	.000	Accepted

The table 5 above is showing the relationships among the different variables, it can be seen that the value of p for relationship between CI and VB, where it is less than .05 so relationship is significant whereas, the mediation of SL is insignificant between CI and VB because of p value more than 0.05 and the mediation of EL is significant between CI and VB because of p value less than 0.05.
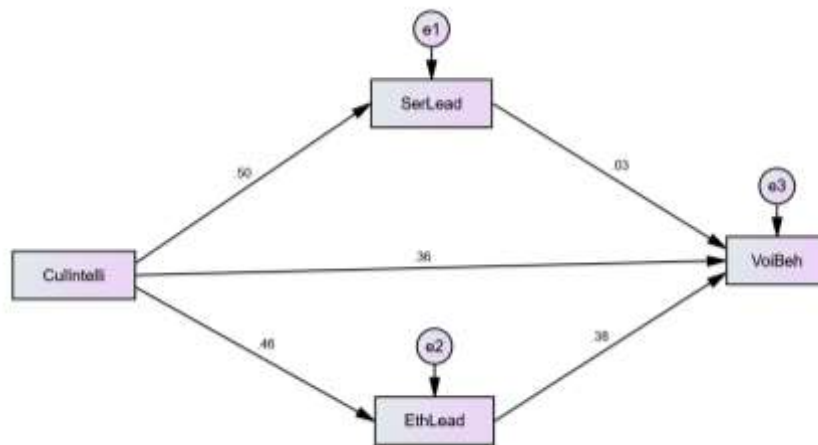
Figure 2: SEM

DISCUSSION AND CONCLUSION

Discussion

The aim with which the study was conducted was to know the impact casted by cultural intelligence on voice behavior, to know how good mediators are servant leadership and ethical leadership between cultural intelligence and voice behavior. The first hypothesis proposed by the study was that, "The impact casted on CI by VB is significant." This hypothesis is accepted by the study as the P value was less than .05 and also according to the study of Sohn (2015) it is accepted. Moreover, the second hypothesis proposed by the study was that, "Then mediating impact of SL casted between CI and VB is significant." This hypothesis is rejected by the study as the P value was more than .05 and also according to the study of Sidharta & Affandi (2016) it is rejected. The third hypothesis proposed by the study was that, "Then mediating impact of EL casted between CI and VB is significant." This hypothesis is accepted by the study as the P value was less than .05 and also according to the study of Fitri et al. (2019) it is accepted.

CONCLUSION

The primary focus of the given research is to analyze and identify the role of cultural intelligence as a pre-requisite on voice behavior of the pharmaceutical firms through the mediating role of ethical leadership and servant leadership. The respondents from whom the data has been collect being belonged to pharmaceutical firms. The data mainly has been collect from almost 310 individuals. Under the analysis section, the different tests have been applied to get and analyze the results. Now, the study findings and results have concluded that cultural intelligence has a defined and significant impact on the voice behavior of the organizations in Indonesia. This means that cultural intelligence has significantly affected the employee voice behavior that further attracted to wide organizational performance. It has also illustrated that the employees who work under a multi-culture and complex environment, they prepared them self to cope with different problems and enable them to work efficiently and effectively. At the same time, the study has concluded that servant leadership has an insignificant mediating role in the relationship between cultural intelligence and voice behavior of employees, while ethical leadership has a positive mediating role in the relationship between cultural intelligence and voice behavior of employees. It means that the appropriate leadership style affects the performance value of the employees. The theory of ethical leadership and practice has also inappropriately determined similar results.

POLICY IMPLICATIONS

It is an obvious and factual decision that cultural intelligence does not only helped the inability to adapt to the different set of cultural but it also affect the voice behavior. This shows that the findings and discussion of the study have helped the pharmaceutical employees to emphasis on constructive

challenges with intent to improve the merely criticize. The results of the given study have made various implications and benefits to the HR system of pharmaceutical firms. It has fostered the employees as well as workers to work under the multicultural environment and improve the efficiency of the organizations. Moreover, the study has also benefited the government as well as regulators to form the policies and regulations for foreigners. The study has practically determined that the multicultural environment within the workplace has created when individuals of different cultures worked in it. Therefore, this study has helped and benefited individuals to examine the role of cultural intelligence to improve voice behavior. At the same time, a leader who engenders emotion and identification articulates a compelling vision for the future, encourage a two-way exchange in communication, build a secure climate, provide coaching, support, and resources.

LIMITATIONS

One of the primary limitations of the study is the lack of significant and efficient mediating variables. In the current study, servant leadership and ethical leadership are taken as mediating variables. However, the study may also use other variables as a mediating such as transformational leadership because it has a significant impact on the relationship between cultural intelligence and voice behavior. It is recommended that future studies should take such mediating variables to take and analyze different outcomes.

REFERENCES

1. Afsar, B., Shahjehan, A., Shah, S. I., & Wajid, A. (2019). The mediating role of transformational leadership in the relationship between cultural intelligence and employee voice behavior: A case of hotel employees. *International Journal of Intercultural Relations, 69*, 66–75.
2. Ang, S., Van Dyne, L., Koh, C., & Ng, K. (2004). The measurement of cultural intelligence. *Academy of Management Meetings Symposium on Cultural Intelligence in the 21st Century, New Orleans, LA.*
3. Aryee, S., Walumbwa, F. O., Mondejar, R., & Chu, C. W. (2017). Core self-evaluations and employee voice behavior: Test of a dual-motivational pathway. *Journal of Management, 43*(3), 946–966.
4. Avolio, B. J., Bass, B. M., & Jung, D. I. (1999). Re-examining the components of transformational and transactional leadership using the Multifactor Leadership. *Journal of Occupational and Organizational Psychology, 72*(4), 441–462.
5. Bai, Y., Lin, L., & Liu, J. T. (2019). Leveraging the employee voice: a multi-level social learning perspective of ethical leadership. *The International Journal of Human Resource Management, 30*(12), 1869–1901.
6. Barnes, D. C., Ponder, N., & Hopkins, C. D. (2015). The impact of perceived customer delight on the frontline employee. *Journal of Business Research, 68*(2), 433–441.
7. Bauer, T. N., Perrot, S., Liden, R. C., & Erdogan, B. (2019). Understanding the consequences of newcomer proactive behaviors: The moderating contextual role of servant leadership. *Journal of Vocational Behavior, 112*, 356–368.
8. Bedi, A., Alpaslan, C. M., & Green, S. (2016). A meta-analytic review of ethical leadership outcomes and moderators. *Journal of Business Ethics, 139*(3), 517–536.
9. Chao, M. M., Takeuchi, R., & Farh, J. L. (2017). Enhancing cultural intelligence: The roles of implicit culture beliefs and adjustment. *Personnel Psychology, 70*(1), 257–292.
10. Chen, A. S. Y., & Hou, Y. H. (2016). The effects of ethical leadership, voice behavior and climates for innovation on creativity: A moderated mediation examination. *The Leadership Quarterly, 27*(1), 1–13.
11. Chou, S. Y., & Barron, K. (2016). Employee voice behavior revisited: its forms and antecedents. *Management Research Review, 39*(12), 1720–1737.
12. Cropanzano, R., Anthony, E. L., Daniels, S. R., & Hall, A. V. (2017). Social exchange theory: A critical review with theoretical remedies. *Academy of Management Annals, 11*(1), 479–516.
13. Dannhauser, Z., & Boshoff, A. B. (2006). The relationships between servant leadership, trust, team commitment and demographic variables. *Servant Leadership Research Roundtable Proceedings.*
14. Duan, J., Li, C., Xu, Y., & Wu, C. H. (2017). Transformational leadership and employee voice behavior: A Pygmalion mechanism. *Journal of Organizational Behavior, 38*(5), 650–670.
15. Duanxu, W., Gan, C., Wu, C., & Wang, D. (2015). Ethical leadership and employee voice: Employee self-efficacy and self-impact as mediators. *Psychological Reports, 116.*
16. Eva, N., Robin, M., Sendjaya, S., van Dierendonck, D., & Liden, R. C. (2019). Servant leadership: A systematic review and call for future research. *The Leadership Quarterly, 30*(1), 111–132.
17. Farahnak, L. R., Ehrhart, M. G., Torres, E. M., & Aarons, G. A. (2019). The influence of transformational leadership and leader attitudes on subordinate attitudes and implementation success. *Journal of Leadership & Organizational Studies, 27*(1), 98–111.
18. Fitri, H., Elmanizar, Nugraha, A. T., Yakub, A., & Cahyono, B. P. (2019). The Application of Agency Theory in Supply Chain Finance: A Case of Indonesian Manufacturing Firms. *International Journal of Supply Chain Management, 8*(3), 23–32
19. Hajro, A., Gibson, C. B., & Pudelko, M. (2017). Knowledge exchange processes in multicultural teams: Linking organizational diversity climates to teams' effectiveness. *Academy of Management Journal, 60*(1), 345–372.
20. Hakimah, Y., Nugraha, A. T., Fitri, H., Manihuruk, C., & Hasibuan, M. (2019). Role Budget Participation and Budget Slack on Supply Chain Operational Performance: Evidence from Indonesian Textile

Industry. *International Journal of Supply Chain Management, 8*(3), 10–22.

21. Ilkhanizadeh, S., & Karatepe, O. M. (2018). Does trust in organization mediate the influence of servant leadership on satisfaction outcomes among flight attendants? *International Journal of Contemporary Hospitality Management, 30*(12), 3555–3573.

22. Jaiswal, N. K., & Dhar, R. L. (2016). Fostering employee creativity through transformational leadership: moderating role of creative self-efficacy. *Creativity Research Journal, 28*(3), 367–371.

23. Jiang, Z., & Le, H. (2016). Cultural Intelligence, Leader-Member Exchange, and Voice Behavior: A Study of Migrant Workers. *Academy of Management Proceedings (Vol. 2016, No. 1, p. 10734).* Briarcliff Manor, NY 10510: Academy of Management.

24. Jiang, Z., Le, H., & Gollan, P. J. (2018). Cultural intelligence and voice behavior among migrant workers: the mediating role of leader–member exchange. *The International Journal of Human Resource Management, 29*(5), 1082–1112.

25. Kacmar, K. M., Tillman, C. J., Harris, K. J., & Whitman, M. V. (2016). Perceptions of ethical leadership as a mediator of the relationship between abusive supervision and work behaviors. *Journal of Behavioral and Applied Management, 16*(1), 627.

26. Karatepe, O. M., Ozturk, A., & Kim, T. T. (2019). Servant leadership, organisational trust, and bank employee outcomes. *The Service Industries Journal, 39*(2), 86–108.

27. Madison, K., & Eva, N. (2019). *Social Exchange or Social Learning: A Theoretical Fork in Road for Servant Leadership Researchers Leading for High Performance in Asia.* (pp. 133-158): Springer.

28. McCune Stein, A., & Ai Min, Y. (2019). The dynamic interaction between high-commitment HRM and servant leadership. *Management Research Review, 42*(10), 1169–1186.

29. Moore, C., Mayer, D. M., Chiang, F. F., Crossley, C., Karlesky, M. J., & Birtch, T. A. (2019). Leaders matter morally: The role of ethical leadership in shaping employee moral cognition and misconduct. *Journal of Applied Psychology, 104*(1), 123.

30. Ott, D. L., & Michailova, S. (2018). Cultural intelligence: A review and new research avenues. *International Journal of Management Reviews, 20*(1), 99–119.

31. Peng, H., & Wei, F. (2019). How and When Does Leader Behavioral Integrity Influence Employee Voice? The Roles of Team Independence Climate and Corporate Ethical Values. *Journal of Business Ethics*, 1–17.

32. Pieterse, J. N. (2019). *Globalization and culture: Global mélange.* Rowman & Littlefield.

33. Rashid, S., Dastgeer, G., & Kayani, T. (2018). A Social Exchange Perspective through the Lens of an Individual: Relationship between LMX, Voice and Organizational Commitment in Academia. *Business & Economic Review, 10*(3), 41–64.

34. Schlägel, C., & Sarstedt, M. (2016). Assessing the measurement invariance of the four-dimensional cultural intelligence scale across countries: A composite model approach. *European Management Journal, 34*(6), 633–649.

35. Schreier, C., & Kainzbauer, A. (2016). Cultural intelligence at work: A case study from Thailand. *Intercultural Management: A Case-Based Approach to Achieving Complementarity and Synergy*, 174–183.

36. Shah, D., & Barker, M. (2017). Cracking the cultural code: Indian IT expatriates' intercultural communication challenges in Australia. *International Journal of Cross Cultural Management, 17*(2), 215–236.

37. Shapiro, J. P., & Stefkovich, J. A. (2016). *Ethical leadership and decision making in education: Applying theoretical perspectives to complex dilemmas.* Routledge.

38. Sidharta, I., & Affandi, A. (2016). The empirical study on intellectual capital approach toward financial performance on rural banking sectors in Indonesia. *International Journal of Economics and Financial Issues, 6*(3), 1247–1253.

39. Sohn, K. (2015). Gender discrimination in earnings in Indonesia: A fuller picture. *Bulletin of Indonesian Economic Studies, 51*(1), 95–121.

40. Solomon, A., & Steyn, R. (2017a). Leadership style and leadership effectiveness: Does cultural intelligence moderate the relationship? *Acta Commercii, 17*(1), 1–13.

41. Solomon, A., & Steyn, R. (2017b). Leadership styles: The role of cultural intelligence. *SA Journal of Industrial Psychology, 43*(1), 1–12.

42. Sternberg, R., & Detterman, D. (1986). *What is intelligence? Norwood.* New York: Ablex.

43. Van Dyne, L., Ang, S., & Tan, M. L. (2016). Cultural intelligence. *Management - Oxford Bibliographies.*

44. Van Dyne, L., & LePine, J. A. (1998). Helping and voice extra-role behaviors: Evidence of construct and predictive validity. *Academy of Management Journal, 41*(1), 108–119.

45. Wilkinson, A., Gollan, P. J., Kalfa, S., & Xu, Y. (2018). *Voices unheard: employee voice in the new century.* Taylor & Francis.

46. Xu, M., Qin, X., Dust, S. B., & DiRenzo, M. S. (2019). Supervisor-subordinate proactive personality congruence and psychological safety: A signaling theory approach to employee voice behavior. *The Leadership Quarterly, 30*(4), 440–453.