



SELF-EFFICACY TO VOICE BEHAVIOR: THE ROLE OF CULTURAL INTELLIGENCE AND ORGANIZATIONAL CULTURE

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ABSTRACT

The primary objective of this study is to examine the correlation between self-efficacy and voice behavior among student organization members, with a particular focus on the mediating variables of cultural intelligence and organizational culture. This investigation holds significant implications for comprehending the intricacies of student organizations within the context of Sanata Dharma University. The present study utilized a sample size of 250 to gather data with simple random sampling method, and data analysis was conducted with the Partial Least Squares (PLS) Structural Equation Modeling (SEM) technique utilizing the Smart PLS 3 software. The findings of the study indicate that self-efficacy exerted positive and statistically significant direct impact on voice behavior. In addition, it is noteworthy to mention another key conclusion, which suggests that cultural intelligence and cultural organization serve as crucial and constructive mediators in the association between self-efficacy and voice behavior. This study offers a comprehensive analysis of the interplay of self-efficacy, cultural intelligence, and cultural organization in influencing the voice behavior of members within student groups. By examining these elements, this research contributes to a more profound comprehension of the underlying dynamics that define these organizations.

INTRODUCTION

According to Fridayani (2022) student groups have a crucial role in shaping students' character and enhancing their skill development, therefore establishing themselves as essential components within the higher education ecosystem. Student groups provide a platform for students to further their personal growth while also functioning as a social laboratory that facilitates the cultivation of critical thinking, leadership aptitude, and proficiency in communication and teamwork. Many college students are interested to participate in these organizations with the intention of broadening their social connections and enhancing their future professional opportunities (Fridayani, 2022). Hence, in order to enhance the efficacy of student groups, it is imperative to offer improved direction and administration, foster creativity within these organizations, and acknowledge their significance in addressing crises and fostering moral education (Fridayani, Kusuma, & Yuniarto, 2023; Xiong, 2021). Nevertheless, scholarly research has indicated that student groups encounter difficulties in fostering a cohesive collective identity, mostly due to societal shifts such as the proliferation of non-religious tertiary education and the growing prevalence of

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individualistic attitudes among students. The growth of fundamentalist collective identity among these groups is constrained by certain aspects (Razaghi et al., 2020)

Amidst the ongoing evolution of student groups, characterized by their growing diversity and complexity, it becomes imperative to possess a profound comprehension of the various elements that impact voice behavior (Burkhanova & Nurkanat, 2020). The cultivation of effective voice behavior has the capacity to foster an environment that is characterized by inclusivity, productivity, and innovation within student groups (Kim et al., 2020). Consequently, this has the ability to enhance the overall quality of the student experience (Madrid, 2020). Within the given environment, the primary objective of this study is to examine the impact of self-efficacy on speech behavior at Sanata Dharma University, both directly and indirectly, through the mediating factors of cultural intelligence and cultural organization. This study represents a novel investigation into the mechanisms and contextual aspects that shape the influence of group cohesion on the extent to which individuals within an organization engage in verbal communication. As a result, it contributes to the existing body of knowledge by broadening our comprehension of the situational elements that affect speaking behavior. It is advisable for organizations to promote active participation in verbal communication among their members, fostering the development of self-assurance. The aforementioned findings make a significant scholarly contribution to the existing body of literature on speaking behavior. They shed light on the significance of emotion regulation as an individual factor that plays a role in fostering positive emotional experiences. Ultimately, this facilitates the effective expression of ideas aimed at enhancing and transforming organizational contexts (Kusuma & Fridayani, 2022).

The idea of "voice behavior" takes on a crucial role in the context of student groups, denoting the actions taken by members of an organization when expressing their opinions, suggestions, or contributions (Kong et al., 2020). The conduct of an individual's voice serves as more than just a supplementary component; rather, it serves as a primary indicator of an organization's effectiveness and overall quality. In order to promote increased participation among members of an organization, it is imperative for managers to carefully consider the degree and robustness of group cohesion. On the contrary, voice conduct, in the context of organizations, pertains to the individual's acts of verbal expression, opinion sharing, contribution, and articulation of ideas and thoughts. These behaviors encompass actions such as offering constructive comments, identifying issues that require resolution, or actively engaging in meetings and conversations (Duan et al., 2020). The significance of voice behavior within the organizational context is in its contribution to fostering a healthy organizational dynamic. By cultivating an atmosphere where organizational members perceive their perspectives as valuable and influential, voice behavior plays a crucial role. The influence of voice behavior extends to corporate process improvement, innovation, and the quality of decision-making.

Albert Bandura, a renowned social psychologist, was the first to coin the concept of self-efficacy, which describes a person's confidence in their ability to carry out a particular task or action. According to Bandura, self-efficacy refers to an individual's conviction in their capacity to attain successful outcomes in specific endeavors (Vaughan-Johnston & Jacobson, 2020). In essence, self-efficacy pertains to the extent to which an individual holds the belief that they possess the requisite talents and competencies to achieve success in a certain undertaking or circumstance. Across various contexts and tasks, an individual's level of self-efficacy can vary. When an individual possesses a higher level of self-efficacy in a certain situation, they are more inclined to engage in proactive behavior and demonstrate a willingness to explore novel opportunities.

Self-efficacy is a crucial factor that significantly influences an individual's motivation and conduct (Gallagher, 2012). Individuals exhibiting elevated levels of self-efficacy are inclined to surmount challenges, demonstrate proactive behavior, and attain their desired objectives (Liu et al., 2023a). Within the framework of communication in the professional setting, self-efficacy pertains to the degree to which an individual possesses confidence in expressing viewpoints, offering input, or engaging in discussions and communicative exchanges. This principle is applicable in several organizational contexts, including student organizations. Furthermore, other facets of self-efficacy, including general self-efficacy, voice efficacy, core competencies, and views of delegation, play a significant role in comprehending the association between self-efficacy and voice behavior. General self-efficacy pertains to an individual's cognitive appraisal of their overall competence across diverse contexts. Voice efficacy is a measure of an individual's self-assurance in their capacity to successfully articulate opinions and ideas (Guo et al., 2021). Core competencies encompass fundamental knowledge and skills within a certain field that have the potential to impact an individual's self-efficacy. The perceptions around delegation are indicative of the degree to which individuals perceive themselves as having the requisite authority and accountability to make decisions and take action. Each of these factors has a significant function in enhancing comprehension regarding the influence of self-efficacy on speech behavior within the workplace. (Y. Sun et al., 2022)

Research problems for this study is to address the main issue of limited comprehension about the impact of self-efficacy on voice behavior in student organizations. It notably focuses on examining the mediating impacts of cultural intelligence and organizational culture. Although there is ample evidence to support the influence of self-efficacy on an individual's conduct in different situations, there is a lack of studies investigating this connection specifically in the context of student organizations. This study seeks to address this deficiency by examining the interplay between these variables in influencing voice behavior among members of student organizations.

While earlier studies have explored the influence of self-efficacy in professional and educational environments, there is a notable lack of understanding regarding its effects in the specific context of student groups. Furthermore, we have not extensively investigated the extent to which cultural intelligence and corporate culture mediate this link. This study seeks to fill these gaps in order to achieve a more comprehensive comprehension of the elements that impact voice behavior in student groups.

Novelty refers to the quality of being new, original, or unique. This study is unique in its methodology for examining the collective impact of self-efficacy, cultural intelligence, and organizational culture on voice behavior within student groups. In contrast to previous research, which usually analyzes these variables separately or in different settings, this study combines them to offer a more comprehensive perspective. In addition, the emphasis on Sanata Dharma University provides a distinct aspect, enabling the examination of these dynamics within a particular cultural and organizational context.

Location selection Sanata Dharma University's diverse student body and active student organizations make it an ideal location for this research. The university's commitment to comprehensive education, which includes character development and skill refinement, aligns well with the study's aims. Furthermore, the unique cultural environment of the university offers an opportunity to explore the role of cultural intelligence and organizational culture in shaping the relationship between self-efficacy and voice behavior, providing valuable insights applicable to other organizations.

LITERATURE REVIEW

Self-efficacy and voice behavior are intricately interconnected (Duan et al., 2014; Xie et al., 2014a). The presence of high self-efficacy has the potential to serve as a motivating factor for individuals to engage in more active verbal communication. Concurrently, engaging in active speech behavior can contribute to the enhancement of self-efficacy through the facilitation of positive experiences in interpersonal communication and organizational participation. The examination of the relationship between self-efficacy and voice behavior is a compelling area of investigation within the domains of human resource management and organizational psychology. Therefore, gaining a more profound comprehension of the correlation between self-efficacy and voice conduct can assist businesses in effectively overseeing workplace communications, fostering increased engagement in organizational members' verbal contributions, and cultivating a work atmosphere conducive to collaboration, innovation, and process enhancement. The phrasing of the hypothesis is as follows:

Hypothesis 1: The level of self-efficacy significantly influences an individual's voice behavior.

The investigation of the correlation between self-efficacy and the vocal conduct of individuals within an organizational setting has emerged as a compelling area of study. Self-efficacy refers to an individual's perception and confidence in their capability to effectively execute specific activities within particular circumstances. In the present scenario, self-efficacy pertains to an individual's degree of assurance in articulating viewpoints, offering contributions, or expressing their notions and reflections pertaining to professional matters (Altinay et al., 2021; Camargo et al., 2020).

The significance of cultural intelligence is growing in a contemporary work environment characterized by multiculturalism. Cultural intelligence pertains to an individual's capacity to effectively adapt and communicate within an environment characterized by notable cultural disparities (Afsar et al., 2021a; Yuan et al., 2023). This encompasses a comprehension of the principles, standards, and cultural customs that have the potential to impact relationships and communications within a professional setting.

The examination of the association between self-efficacy, cultural intelligence, and the voice behavior of organizational members necessitates the consideration of multiple variables. The level of individual self-efficacy plays a significant role in determining an individual's inclination to participate in voice behavior inside the workplace (Liu et al., 2023b; Prihatsanti et al., 2020). Individuals with a higher level of self-efficacy are more inclined to express their thoughts, contribute their input, and actively engage in debates. Cultural intelligence is a valuable asset that enables individuals to navigate and engage proficiently across diverse cultural settings. This encompasses a comprehension of cultural variances and the capacity to adjust to diverse cultural conventions. Cultural intelligence enables individuals to identify and appreciate cultural values and expectations, hence facilitating effective communication with colleagues hailing from varied cultural backgrounds (De La Rosa, 2019).

An intriguing element of this study pertains to the role of cultural intelligence in mediating the relationship between self-efficacy and voice behavior (Li et al., 2022). This suggests that cultural intelligence has an impact on the relationship between a person's level of self-efficacy and their engagement in verbal communication and contribution within the work setting. Individuals exhibiting elevated levels of cultural intelligence are more likely to possess heightened self-efficacy, thereby facilitating a greater inclination towards engaging in proactive behaviors. Therefore, gaining a more profound comprehension of the interconnections between self-efficacy, cultural intelligence, and voice behavior can offer useful insights for human resource managers and organizational leaders inside an organization. This can facilitate efficient human resource management within a multicultural setting while also fostering a work environment that embraces the varied perspectives and contributions of individuals within the

organization, thereby enhancing overall organizational performance. Consequently, the formulation of the second hypothesis is as follows:

Hypothesis 2: Cultural intelligence mediates the impact of self-efficacy on voice behavior.

However, it is important to note that organizational culture, which encompasses shared values, beliefs, norms, and practices that influence the behavior and interactions of individuals within an organization, significantly impacts the attitudes, behaviors, and perceptions of its members within the organizational context (Santosa et al., 2018). The group he is affiliated with. Organizations characterized by a culture that fosters support and openness have a propensity to promote the engagement of their members in voice behaviors, which encompass activities such as offering input, expressing thoughts, and actively participating in discussions (Jin et al., 2023; Simosi, 2012). On the contrary, a cultural environment that restrains or represses the expressions of individuals inside an organization can impede the inclination of organizational members to communicate their opinions.

The interplay between self-efficacy, corporate culture, and voice behavior exhibits intriguing patterns (Prince & Rao, 2020; Sharma & Aparicio, 2022). The presence of high self-efficacy inside an organization has the potential to foster a culture that is both supportive and positive. This type of culture encourages organizational members to experience a sense of confidence and assurance in expressing their thoughts and opinions. In the present context, it is posited that the presence of a supportive workplace culture has the potential to enhance voice behavior. On the other hand, a lack of self-efficacy can give rise to an oppressive organizational culture, characterized by diminished confidence among members to express their opinions. In certain contexts, it is possible for corporate cultures characterized by oppression to impede the expression of voice behavior.

In essence, self-efficacy exerts a substantial impact on the development of a favorable organizational culture. The presence of high self-efficacy among individuals inside an organization has the potential to foster a proactive and supportive organizational climate, hence leading to an increase in the expression of voice behavior by organizational members (Afsar et al., 2021b; Song et al., 2020). Individuals who possess a strong sense of self-efficacy exhibit a heightened level of confidence when engaging in verbal communication, offering their opinions, and actively engaging in collaborative exchanges within the professional setting. When firms establish a culture that fosters active involvement, values employees' ideas, and promotes constructive reactions to information, individuals are more likely to experience increased confidence in expressing their opinions. A positive organizational culture fosters an atmosphere in which members of the organization perceive a sense of being acknowledged and appreciated. In the realm of human resources management, a comprehensive comprehension of these interconnections is crucial for establishing a workplace atmosphere that fosters support, fosters innovation, and remains receptive to a wide range of perspectives and opinions. Hence, it is imperative for businesses aiming to foster productive and constructive voice behavior within their members to acknowledge the significant influence of self-efficacy in shaping a supportive workplace culture. Consequently, the third hypothesis might be stated as follows:

Hypothesis 3: Cultural organization mediates the impact of self-efficacy on voice behavior.

In the context of a globalized world and the growing presence of diverse populations in higher education institutions, this research holds considerable significance. The anticipated outcomes of this study are expected to yield significant contributions to the knowledge base of universities, faculties, and student groups. These findings will enhance their understanding of strategies to enhance organizational effectiveness, foster inclusivity, and facilitate more meaningful student experiences. By gaining a deeper comprehension of the various aspects that impact voice behavior, it becomes possible to devise specific strategies aimed at enhancing student engagement and involvement within their respective organizations. This, in turn, will contribute to the overall enhancement of the academic and social community at Sanata Dharma University.

RESEARCH AND METHODOLOGY

The research design refers to the overall plan and structure of a study that outlines the methods and procedures to be used in collecting and analyzing. The present study employs a quantitative methodology, utilizing a causal research design and employing a survey-based data collection method. Quantitative research is congruent with the positivist paradigm, which underscores the notion that research findings may be categorized, quantified, and exhibit causal linkages. Causal studies, as elucidated by (Sekaran & Bougie, 2017), investigate the causal connections between variables, specifically focusing on cause-and-effect linkages. This study used a causal research design to investigate the causal links between independent and dependent variables. The survey approach is commonly employed in business research due to its ability to gather both quantitative and qualitative data for a range of research inquiries, as highlighted by (Sekaran & Bougie, 2017)

The population under investigation in this study encompasses the entirety of actively enrolled university students who hold membership in student groups at Sanata Dharma University. In order to enhance the efficacy of the research, the researcher utilizes the probability sampling method referred to as simple random sampling. This methodology guarantees the accuracy and significance of the research findings. During the sample selection process, the researcher was able to acquire a total of 250 responses.

The present study used the Likert scale as a measurement instrument. The Likert scale is employed as a tool for assessing the behaviors, opinions, and perspectives of individuals or collectives with respect to social phenomena that are pertinent to the research topic. The Likert scale is utilized to assess the extent of concurrence or discordance with statements pertaining to the conduct of student group members at Sanata Dharma University. The Likert scale encompasses a range of ratings, with 1 representing "Strongly Agree" and 5 representing "Strongly Disagree." The study utilizes six latent variables, which are elucidated by employing indications derived from prior research.

Table 1. Construct Measurement

Construct	Measurement Items
Cultural Intelligence	<ol style="list-style-type: none"> 1. As a member of a student organization, I feel comfortable speaking up about new and different ideas 2. As a member of a student organization, I consider constructive criticism important in improving the performance of the organization. 3. As a member of a student organization, I am encouraged to try new approaches in organizational activities. 4. In my opinion, in the student organization I am involved in, collaboration and active discussion are appreciated in achieving organizational goals. 5. In my opinion, in the student organization I am involved in, differences of opinion are valued and recognized as valuable resources in the organization 6. In my opinion, in the student organization I am involved in, information about organizational activities and decisions is openly available. 7. As a member of a student organization, I am given support for creativity and new ideas.
Organizational Culture	<ol style="list-style-type: none"> 1. As a member of a student organization, I feel comfortable speaking up about new and different ideas 2. As a member of a student organization, I consider constructive criticism important in improving the performance of the organization. 3. As a member of a student organization, I am encouraged to try new approaches in organizational activities. 4. In my opinion, in the student organization I am involved in, collaboration and active discussion are appreciated in achieving organizational goals. 5. In my opinion, in the student organization I am involved in, differences of opinion are valued and recognized as valuable resources in the organization 6. In my opinion, in the student organization I am involved in, information about organizational activities and decisions is openly available. 7. As a member of a student organization, I am given support to express creativity and new ideas.
Self-Efficacy	<ol style="list-style-type: none"> 1. I have the courage to face difficult tasks 2. I have the confidence to succeed in completing tasks 3. I can complete difficult tasks 4. I have the confidence to solve problems in all conditions 5. I can adapt to all situations 6. I have the strength to complete tasks to completion 7. I can face every problem tenaciously 8. I can suppress laziness in learning
Voice Behaviour	<ol style="list-style-type: none"> 1. As a member of a student organization, I participate in providing input, ideas or information that can affect the performance of the organization. 2. As a member of a student organization, I am willing to speak up on issues that can make the organization perform better. 3. As a member of a student organization, I always communicate my opinion even if there are members of the organization who disagree. 4. As a member of a student organization, I follow the development of organizational problems so that I can contribute ideas for the progress of the organization. 5. As a member of a student organization, I am actively involved in helping to find solutions to problems that affect the performance of the organization. 6. As a member of a student organization, I provide ideas or input for change to be better.

This study investigates a research model utilizing the partial least squares (PLS) technique and SmartPLS 3.0 software. Partial least squares (PLS) is a statistical technique that use a multivariate method to reduce the variation

in endogenous variables that cannot be well explained. According to (Tan et al., 2017), the analytical procedure encompasses two distinct phases aimed at assessing the measurement model's validity and reliability. Subsequently, the analysis focuses on evaluating the predictive power of the structural model within the sample, as well as its predictive potential beyond the sample. During the stage of evaluating the measurement model, the initial assessment is conducted using a reliability test, specifically focusing on internal consistency. Composite reliability is considered trustworthy when the loading value surpasses 0.7. In a similar vein, when Cronbach's alpha exceeds 0.6, it signifies sufficient internal consistency. The subsequent phase involves the evaluation of convergent validity, which assesses the degree to which measurements exhibit a positive correlation with alternative measurements of the identical concept (Hair et al., 2019).

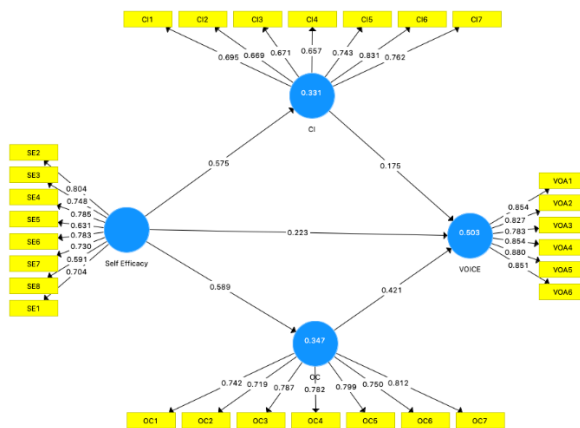


Figure 1. Model with Smart PLS 3.0
Source: Authors (2023)

The assessment of convergent validity involves the examination of outer loading values and Average Variance Extracted (AVE). When the outer loading value exceeds 0.7 and the average variance extracted (AVE) surpasses 0.5, it can be inferred that the concept accounts for more than 50% of the variability in its indicators, hence indicating adequate convergent validity. According to Hair, when the external loading value surpasses 0.7, it is important to consider the AVE value in determining if an outer loading value between 0.40 and 0.70 can still be deemed acceptable. If the removal of an indication results in an increase in the AVE value to a level above 0.5, then it is permissible to delete the indicator. Nevertheless, in the event that the result falls within the range of 0.4–0.7 and the average variance extracted (AVE) surpasses 0.5, it remains feasible to proceed with the task (Fridayani, Kusuma, Kusumajati, et al., 2023)

The next step in the research process entails assessing Discriminant Validity, which involves evaluating the degree to which a construct is unique from others based on empirical criteria. This is achieved by examining the values of the HTMT indicator using the bootstrapping technique (Hair et al., 2022). During the stage of evaluating the structural model, a crucial factor to examine is the R value. Once the models have undergone internal and external testing to assure adherence to practical regulations, the development of hypothesis testing can be initiated.

Table 2. Convergent Validity and Reliability Results for Reflective Measurement Model

Indicators	Convergent Validity			Internal Consistency Reliability		
	Loadings	Indicator Reliability	AVE	Cronbach's Alpha	Reliability (rh0_A)	Composite Reliability
	> 0,50*	> 0,50	> 0,50	0,60-0,90	0,60-0,90	0,60-0,90
CI1	0,695	0,483				
CI2	0,669	0,448				
CI3	0,671	0,450	0,519	0,845	0,861	0,883
CI4	0,657	0,432				
CI5	0,743	0,552				
CI6	0,831	0,691				
CI7	0,762	0,581				
OC1	0,742	0,551				
OC2	0,719	0,517				
OC3	0,787	0,619	0,594	0,886	0,889	0,911
OC4	0,782	0,612				
OC5	0,799	0,638				
OC6	0,750	0,563				
OC7	0,812	0,659				
SE1	0,704	0,496				
SE2	0,804	0,646				
SE3	0,748	0,560	0,526	0,869	0,876	0,898
SE4	0,785	0,616				
SE5	0,631	0,398				
SE 6	0,783	0,613				
SE7	0,730	0,533				
SE8	0,591	0,349				
VOA1	0,854	0,729				
VOA2	0,827	0,684				
VOA3	0,783	0,613	0,709	0,918	0,922	0,936
VOA4	0,854	0,729				
VOA5	0,880	0,774				
VOA6	0,851	0,724				

Source: The primary data was analyzed using Smart PLS 3 (2023)

Note:

CI : Cultural Intelligence

OC : Organizational Culture

SE : Self Efficacy

VOA : Voice Behavior

RESULT AND DISCUSSION

Result

Based on the findings presented in Table 1, output analysis shows that all constructs displaying reflective indicators of factor loadings show values exceeding 0.40 (provided that the AVE value is above 0.5). In addition, the reliability indicator obtained from the square of the external loading also shows a value exceeding 0.40. These results suggest that all items pertaining to the constructs under alpha coefficient for each construct surpasses the threshold of 0.7. This suggests that all indicators pertaining to the reflexive construct exhibit a high level of value greater than 0.7, therefore indicating that the reliability test, which employs the composite reliability value, likewise produces affirmative reliability and successfully meet the criteria of the reliability test. All reflecting constructions exhibit a investigation in this study possess validity. In order to meet the convergence and reliability criteria, it is necessary for the average variance extracted (AVE) value of all reflective constructs to exceed 0.5. Furthermore, it is worth noting that the Cronbach's outcomes. The information on testing convergent validity and reliability is presented in Table 2.

Table 3. Discriminant Validity Result with Heterotrait–Monotrait Methods

Paths	Original Sample (O)	Mean Sample (M)	5%	95%
OC → CI	0,689	0,688	0,590	0,782
SE → CI	0,654	0,654	0,543	0,759
SE → OC	0,661	0,660	0,550	0,761
VOA → CI	0,625	0,627	0,534	0,714
VO → OC	0,719	0,721	0,622	0,808
VO → SE	0,633	0,632	0,499	0,746

Source: The primary data was analyzed using Smart PLS 3 (2023)

The third step involves evaluating the discriminant validity of the heterotrait-monotrait ratio of correlations (HTMT). As depicted in Table 3, the Confidence Intervals menu displays the HTMT values for each combination of constructs in the model. Specifically, it presents the original HTMT values (column Original Sample (O)) as well as the average HTMT values generated from 10,000 bootstrap samples (column Sample Mean (M)). The columns denoted as 5% and 95% display the lower and upper limits of the 95% one-sided bootstrap confidence interval (or the 90% two-sided bootstrap confidence interval, respectively). The statistical test places emphasis on the upper tail of the bootstrap distribution in order to demonstrate that the HTMT value is much less than the equivalent threshold values of 0.90 (due to the conceptual similarity of each variable), with a 5% likelihood of making an error. According to Hair et al. (2022), As an illustration, the 95% confidence intervals for HTMT for OC and OI are bounded by the lower limit of 0.590 and the top limit of 0.782, respectively. The HTMT value of 0.689 for OA and OC is deemed significantly lower than the more conservative threshold value of 0.90, as the maximum limit of 0.8782 falls below this threshold. In conclusion, the bootstrap confidence interval findings pertaining to the HTMT criteria indicate that the discriminant validity of all constructs has been satisfied.

The structural model of the research findings was evaluated based on the R^2 value, path coefficient, and t value obtained from 10,000 bootstrap resamples. The results for the R^2 value are presented in Table 3. The coefficient of determination, commonly referred to as R-squared (R^2), quantifies the extent to which an independent variable can account for the variability observed in a dependent variable. Based on the findings presented in Table 3, it can be observed that the adjusted R^2 values for the variables Cultural Intelligence, Organizational Culture and Voice Behaviour are 0.328%, 0.345%, and 0.497%, respectively. The R^2 value associated with the correlation between Cultural Intelligence, Organizational Culture is considered weak, as it is below the threshold of 0.50. However, the R^2 Voice value of 0.497 is almost close to 0.5, which means it is slightly more in the moderate category. (Hair et al., 2019).

Table 4. R^2 Values

Variables	R Square	R Square Adjusted
CI	0,331	0,328
OC	0,347	0,345
VOA	0,503	0,497

Source: The primary data was analyzed using Smart PLS 3 (2023)

Table 5. Hypotheses Testing

Paths	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistic (O/STDEV)	P Values
Direct Paths					
CI → VOA	0,445	0,447	0,073	6,067	0,000
OC → VOA	0,600	0,602	0,061	9,889	0,000
SE → CI	0,700	0,704	0,043	16,129	0,000
SE → OC	0,318	0,317	0,063	5,078	0,000
SE → VOA	0,160	0,160	0,073	2,187	0,014
Specific Indirect Effects					
SE → CI → VOA	0,101	0,104	0,035	2,850	0,004
SE → OC → VOA	0,248	0,251	0,049	5,102	0,000

Source: The primary data was analyzed using Smart PLS 3 (2023)

Discussion

Following the completion of the internal and external model testing phases, which adhere to the established requirements for validity and reliability, the subsequent stage involves hypothesis testing. The initial hypothesis,

which examines the direct impact of self-efficacy (SE) on voice behavior (VOA), is presented in Table 4 under the section titled "Direct paths SE -> VOA." The study findings indicate that the p-value is 0.00, which falls below the predetermined significance level of 0.014. Additionally, the path coefficient (original sample) is determined to be 0.160, signifying a statistically significant positive impact. Based on the results obtained, it can be concluded that Hypothesis 1 is supported. The findings of the study indicate that there is a direct and statistically significant beneficial relationship between self-efficacy and voice behavior. The statement posits that an individual's level of self-assurance in their capacity to achieve success in a specific scenario has a direct impact on their ability to communicate, express viewpoints, and engage effectively within the organizational context. Furthermore, these findings serve to demonstrate the significance of self-efficacy in fostering motivation among organizational members to engage in voice behavior. Enhancing self-efficacy has been identified as a viable approach to foster active engagement in diverse manifestations of voice behavior within the organizational context. Consequently, this can contribute to the enhancement of communication effectiveness and decision-making quality within the organization. Prior studies have demonstrated that self-efficacy plays a vital role in shaping voice conduct. Additionally, several investigations have emphasized its importance in fostering creative behavior, safe voice behavior, and workplace motivation (Liang et al., 2023b; J. Sun et al., 2022; Xie et al., 2014a).

Upon conducting an analysis of the second and third hypotheses, with particular focus on the outcomes presented in Table 4, specifically under the area pertaining to indirect effects, the obtained results exhibit intriguing conclusions. The second hypothesis examines the impact of self-efficacy (SE) on voice behavior (VOA) through the mediating role of cultural intelligence (CI). The results indicate a p-value of 0.004, which is lower than the predetermined significance level of 0.05. Additionally, the path coefficient (original sample) is estimated to be 0.101, indicating a positive and statistically significant mediation effect. Based on the results obtained, it can be concluded that Hypothesis 2 is supported. According to the findings of the research, cultural intelligence serves as a mediator that effectively and significantly mediates the impact of self-efficacy on voice behavior. Within the present setting, it is observed that partial mediation takes place, signifying that self-efficacy exerts a direct impact on voice behavior. Furthermore, subsequent mediation by cultural intelligence sustains the influence of self-efficacy on voice behavior. The findings of this study offer a comprehensive insight into the significance of cultural intelligence in the association between self-efficacy and voice behavior. The communication quality and speaking proficiency of individuals within an organization appear to be impacted by their capacity to adapt and engage in various cultural contexts. Consequently, this skill has a direct influence on the overall quality of communication inside the organization. Within the realm of human resource management, comprehending the concept of partial mediation can prove beneficial for businesses seeking to enhance their members' cultural intelligence through the implementation of training programs. This, in turn, enables individuals to effectively moderate the impact of self-efficacy on voice behavior, thereby enhancing overall effectiveness. While no existing research explicitly replicates the findings of this study, the outcomes align with prior investigations undertaken by (Duan et al. (2014) and Liu et al. (2023b)). This study aims to offer an academic analysis of the interplay between self-efficacy, cultural intelligence, and voice behavior across several contextual settings. This study aims to offer a comprehensive understanding of the interplay between self-efficacy, cultural intelligence, and voice behavior across many contextual settings.

Significant findings were obtained while testing the third hypothesis, which examines the impact of self-efficacy (SE) on voice behavior (VOA) with the mediating role of cultural organization (OC). The findings shown in Table 4, particularly in the area pertaining to indirect effects, indicate that the p-value is 0.000, significantly lower than the predetermined significance level of 0.05. The path coefficient in the original sample is 0.248, suggesting a significant positive mediation effect. Based on the results obtained, it can be concluded that Hypothesis 3 is supported. The findings of the study provide confirmation that cultural organization serves as a mediator, effectively facilitating the impact of self-efficacy on voice behavior in a favorable and statistically significant manner. This link exhibits partial mediation, wherein self-efficacy exerts a direct impact on voice behavior. However, this influence persists as substantial even after being mediated by cultural organizations. The findings of this study enhance comprehension regarding the influence of organizational culture on the relationship between self-efficacy and voice behavior.

Organizations that cultivate a supportive culture create an environment that encourages and facilitates the expression of ideas and the active engagement of their members in organizational communications. A healthy workplace culture fosters an atmosphere that promotes the cultivation of individual self-efficacy, hence exerting an influence on increased engagement in voice behavior. Inside the realm of human resource management, comprehending this concept of partial mediation offers significant knowledge regarding how a favorable organizational culture can serve as a catalyst for enhancing voice behavior among members of the organization. Organizations that possess an understanding of the pivotal role played by cultural organizations in fostering effective communication and promoting active involvement have the potential to cultivate a work climate that is more responsive and conducive to innovation. Existing literature has demonstrated that organizational culture plays a crucial role as a mediator, exerting a favorable and significant impact on the association between self-efficacy and voice behavior (Duan et al., 2014; Joseph & Shetty, 2022; Liang et al., 2023) . The degree of confidence

exhibited by employees has a significant impact on their inclination to engage in vocal behavior since it directly determines their incentive for such actions.

CONCLUSION

The results of this investigation yield a number of noteworthy implications. Self-efficacy plays a significant role in determining voice behavior among members of student organizations at Sanata Dharma University. The findings of the study indicate that people who possess elevated levels of self-efficacy are more inclined to exhibit vocal behavior, facilitating more involvement and the articulation of their own viewpoints. Furthermore, cultural intelligence and cultural organization have a significant role as mediators in the association between self-efficacy and voice behavior, underscoring their crucial function in facilitating and enhancing this linkage. The present study elucidates the complex dynamics inherent in student groups and underscores the significance of self-efficacy, cultural intelligence, and cultural organization in influencing the vocal behavior of their constituents. Future research may delve into other facets of these dynamics and their ramifications in order to augment the efficacy of student organizations

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