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Case Study

Assessing the impact of employee cultural intelligence on employee voice behavior: the mediating role of leader-member exchange (case study: Tehran university of Medical Sciences, Iran)

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Abstract

Cultural intelligence refers to functionality of an employee in various cultural situations. It is one of the most powerful instruments to implement effectively different tasks in various working environments. The aim of the present research is to assess the impact of employee cultural intelligence on employee voice behavior regarding the intervening role of Leader-Member Exchange. The study consisted of all employees and managers of Tehran University of Medical Sciences with a total number of 200 individuals. A standard questionnaire consisting of 50 questions was used to collect data. Validity was performed using a coefficient of variation ratio and confirmatory factor analysis for variable validity and reliability was performed with Cronbach's alpha coefficient. To test the hypothesis, structural equation least method with partial least squares approaches was used. The results of the research indicated that employee cultural intelligence positively and directly influenced employee voice behavior and the quality of leader-member exchange with 0.345 and 0.347, respectively. It was also shown that leader-member exchange had a positive and direct impact on employee voice behavior with 0.523. Thus, employee cultural intelligence has both direct and indirect impact on employee voice behavior regarding the intervening role of leader-member exchange was confirmed.

Keywords: Cultural intelligence, employee voice behavior, leader-member exchange.

Introduction

Currently, giving attention to human resources is considered as one of the most important characteristics of the modern organizations and it is the main wealth of the organizations. Thus, managers have a responsibility to consider all factors which improve human resources. In this regard, the emergence of new concepts in organizational behavior studies deems human resources management, as well as investigation of relationships between them, has contributed to managers. An important concept in cultural intelligence is known as an intrapersonal capability and it is related to other types of intelligence and intercultural capabilities. It can help employees to predict situation, especially in multicultural workplace environments. Some privileges of improvement of employee cultural intelligence include better functionality, contribution to organizational citizenship behavior, adaptive performance and improvement of the way to perform team task responsibility in a multicultural context in connection with the level of conflict, confidence as well as cooperation among managers and employees[1].

Employee voice behavior is another noticeable component in the area of organizational behavior. Employee voice, as a part of organizational behavior, is an interactive and communicative approach. To achieve competitive advantages and continuous development, organizations should pave the way for employees to articulate their own thoughts and recommendations. Voice behavior refers to expressing work-related ideas. This voice can be a direct behavior between managers and employees or an indirect one between managers and representatives of employees. It perpetuates the need for investigating some factors with direct or mediating roles[2].

The employees' voice is considered as a communication and interactive strategy in the field of organizational behavior and has a tremendous implication for the performance of the organization[3]. Researchers have defined voice behaviors as expressing seriously and transparently their constructive ideas, suggestions, and information related to their work so as to improve the organization performance and productivity[3-5]. Bryson defines voice as a means of communication between decision-making and employees by which employees have the opportunity to convey their own thoughts and concerns[6]. On the other hand, other researchers describe employee voice as a means to hold a range of organizational processes and structure which allows and authorize employees directly or indirectly to involve in the decision-making process in the organization[7].

In the present study, we have employed a theoretical framework to examine the influence of cultural intelligence on employee voice in the organization regarding the intervening role of leader-member exchange.

Statement of the problem: In this era of globalization, employee voice matters a lot because, on one hand, if employees express their ideas, many organizational problems can be solved. On the other hand, employee voice can make a good opportunity for employees to make managers more aware of their own ideas[8]. Researchers have always emphasized in the form of new concepts on the task of employees in the organization decision-making process. If employees believe that they can make huge changes in organizations by expressing their own ideas, they can improve work-related conditions. Moreover; organizations with such forces can obtain more advantages. In fact, all organizations have a desire to utilize human forces that are eager for a change. An organizational voice is a broad concept with different dimensions. This concept does not necessarily mean to express ideas in a positive manner; sometimes, it can cause a disadvantageous and destructive expression to an organization. As a result, it is essential to investigate a question that sorts a variable that can boost organizational voice among employees and adjust those negative attitudes[9].

Effective factors such as methods of human resources management, leadership, organizational structure, culture and collective beliefs can be a room for employee voice[3,10]. On the other hand, other researchers have investigated personal factors also has an impact on employees' voice including sense of duty, self-assessment, conscience and anxiety[4,11,12]. Cultural intelligence is widely applicable in organizations where there are a great number of employees with diverse culture and subculture[13].

Leader-member exchange (LMX) in an organization is an effective factor as it has a mediating role in the impact of cultural intelligence on the improvement of employee voice. This concept, in fact, is a theory which was first described by Graen[14]. LMX is a relationship-based approach that emphasizes on the mutual association between leaders and followers, which illustrates the communications among them in different times and circumstances[15].

According to LMX theory, leaders divide followers into two groups: internal and external group[16]. In internal or inner group, there is a high-quality exchange relationship exists between the leaders and followers while the relations in the external group are substandard or low-quality. As compared to the external group; the internal group has more tendencies to receive political, social and economic support. On the other hand, they render more services and help organization to achieve its goals. Researchers like Hooper and Martin believes that LMX can play a mediating role between cultural intelligence and voice behavior[17]. LMX is considered as an effective factor in multicultural work environments where employees with diverse subcultures work. For example, Janssens and Brett showed that behaviors like effective sharing of information and interpersonal interactions among employees are influenced by cultural competences[18]. In this regard, the essential role of LMX is undeniable. Moreover; LMX can improve sharing of information and impact on employee voice behavior by declining the perceived risk and expressing ideas and suggestions[19].

Limited numbers of researches were carried out on the influence of employee cultural intelligence on employee voice behavior in an organization in relation to the function of Leader-Member Exchange and hence, the authors' of this paper are initiated to bring to light the important components. Therefore, the purpose of this study was to scrutinize the direct cause of employee cultural intelligence on the employees' voice behavior in the organization by considering intervening function of the leader-member exchange in Tehran University of Medical Sciences based on the theoretical framework.

Research Hypotheses and Conceptual Framework: Various types of information are able to be collected and analyzed in individuals with a higher level of cultural intelligence. They, also, display better cognitive, emotional and behavioral actions so as to control and manage multicultural workplace environments[13,20]. In other words, culturally intelligent employees function effectively across cultures and know how to behave in a proper way to prevent misunderstanding[21]. In this regard, Johnson and his co-workers suggest that higher cultural intelligence reflects cultural competences of employees to adapt themselves quickly to diverse workplace environments[22]. Hence, it appears that employee voice behavior in multicultural workplace environments is influenced by employee cultural intelligence. Suggestions, ideas, opinions, suitable orientations and attempt to convince others in a proper manner as effective tools of employee voice come out of employee cultural intelligence[12]. Although employee voice can contribute to an organizational improvement and organizational effectiveness and influence managerial decision-making processes, transformation and improvement in organization are only possible by means of cultural intelligence[23].

Multicultural workplace environments can trigger stress and that is why employees may choose to remain silent[24]. It means that challenging tasks can be succeeded with individuals that have high-level of psychological capital due to their strong confidence to undertake and keep in the necessary effort. Thus, they have more work engagement. Based on the above concepts, the first hypothesis was derived as follows (Figure-1).

H1: Employee cultural intelligence positively and directly influences employee voice behavior. Ang and his coworkers point out that people's with higher cultural intelligence exactly identifies additional conditions how to express their behaviors in multicultural workplace environments, study new cultural rules

and familiarize their verbal behaviors with the surroundings to assemble cultural needs that manipulate their works[1]. Having such competences, individuals know what the proper time for expressing their ideas and suggestions is, figure out unknown cultural signs which may precipitate interactive risks and improve verbal and non-verbal communications[25].

In light of the above concept, the second and the third hypotheses were depicted as follows: H2: Employee cultural intelligence positively and directly influences leader-member exchange. H3: Leader-member exchange positively and directly influences employee voice behavior.

Although manager's cultural intelligence plays a significant role for a successful management of communal relationships among groups, employee cultural intelligence is predisposed by the intervening role of the quality of LMX as cultural intelligence brought high-quality interactions between managers and employees and demonstrates organizational voice. A higher level of LMX causes truthful relationships between managers and employees[14]. Such relationships, in turn, provoke employees to express their ideas and suggestions with little or no stress[26]. Thus, the fourth hypothesis was derived as follow: H4: Leader-member exchange has a mediating role in the impact of employee cultural intelligence on voice behavior.

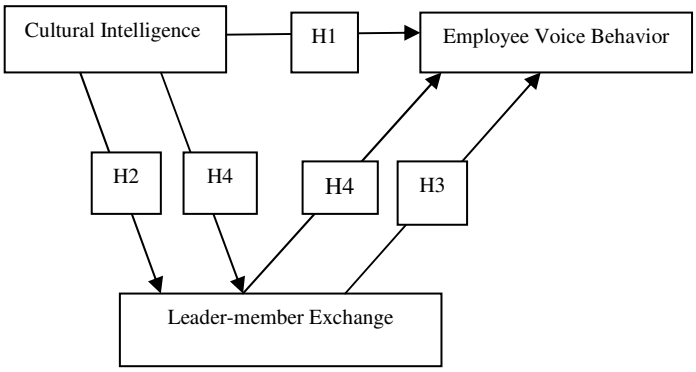

Figure-1: Conceptual model of the research[26].

Methodology

Study Design: This study is an applied research in term of its purpose; because its result can be utilized to solve an intra-organizational challenge as it was developed based on the concept of the effect of employees' voice behaviors in the organization.

Study population, sampling method and sample size: The study population evaluated herein includes all experts and managers of Tehran University of Medical Sciences with a total number of 200 individuals.

Data collection method: A descriptive-survey method was used for data collection. The instrument used herein for gathering the information was a standard questionnaire composed of 50 questions that were adapted from valid sources. Table-1 revealed the characteristics of the research questions with the corresponding variables.

Table-1: Characteristics of the research questionnaires with the corresponding variables and its sources after validity and reliability (CVR) examination.

Variables	Variable Types	Range of Questions	Ref.
Cultural Intelligence	Independent	18-1	1
Leader-member exchange	Independent	25-19	27
Employees Voice behaviors	Dependent	36-26	8

Validity and Reliability of data collection tools: The questionnaire was exposed to content validity and construct validity test. The content validity was assured by distributing the adapted questions from authentic sources to experts in the field and they evaluate it accordingly. The number of questions and their contents were justified. Content reliability coefficient and confirmatory factor analysis were used to examine the construct validity. Cronbach's alpha coefficient has also been used to test the questionnaire reliability using 0.7 as a cutoff point. The results of the survey from eleven experts using the coefficient of Variation *Ratio* (*CVR*) validity coefficient show at least 59% and their variable validity was confirmed[28]. Two questions (Question number 2 and 3) didn't meet the criteria and were excluded from this phase.

Convergent Validity: If the correlation between the scores of the tests that measure the same attribute is high, the questionnaire is said to have a convergent validity. The existence of this correlation is necessary to ensure that the test measures the intended construct. For convergent validity, the following relationships must be established: CR>0.7, CR>AVE, AVE>0.5.

Discriminant (Divergent) Validity: If the correlation between tests that measure different attributes is low, the tests are said to have divergent validity, and it refers to whether concepts that are not supposed to be unrelated are actually tested to be unrelated. To examine discriminant validity of constructs, two criteria are used: i. construct items should have the highest factor loading on their respective construct. This means that the items should have little cross-loading on other constructs, and the factor load of each item on its respective construct must be at least 0.1 more than the factor load of the same item on other constructs. ii. Square root of the Average Variance Extracted (AVE) of a construct should be greater than the level of correlation between that construct and other constructs. This indicates that the level of correlation between that construct and its indicators is more than the correlation between the construct and other constructs.

Data Analysis: Kolmogorov-Smirnov test was conducted to investigate the inter-variable relationships within the format of study hypothesis and Smart partial least squares (PLS) software version 3 was applied. Based on the results of Kolmogorov-Smirnov test, the distribution of the population was abnormal, i.e. skewed from the mean distribution and hence; the analysis was executed by means of a variance-based structural equation modeling with Smart PLS software. The linear relationship between latent variables and observed variables was examined with structural equation model. Data consistency, completeness and co-linearity between variables were checked prior to statistical analysis using SPSS software version 20. Then, one-sample t-test analysis method was employed to estimate the status of the variables in the studied organization. P <0.05 was considered as statistically significant.

Results and discussion

Socio-demographic characteristics of the study population: Totally 200 respondents (128 male and 72 female) were included in the study with a response rate of 100%. Majority of the respondents were M.Sc degree holders. Majority of the respondents (141; 70.5%) have at least six years of work experiences (Table-2). The study variables reliability rates of the indices are presented in Table-3 in which all the variables show at an acceptable reliability level above 0.70 that indicates the reliability of the questionnaire.

Table-2: Socio-demographic characteristics of the study population.

	Demographic Variables	Frequency	Percent
Gender	Female	72	36
	Male	128	64
Education	B. Sc.	75	37.5
	M. Sc.	105	52.5
	Ph. D.	20	10
Work Experience	2-5	59	29.5
	6-10	59	29.5
	>10	82	41

Table-3: Reliability coefficients (Cronbach's alpha) of the questionnaire and each variable and its aspects.

Variables	Cronbach's alpha	Average	Standard Deviation
Cultural Intelligence	0.831	3.31	0.980
Leader-member exchange	0.861	3.11	0.891
Employees Behavioral Voices	0.806	3.21	0.901

Reliability of measurement instruments: The pattern measurement test involves examining of reliability (internal consistency) and validity (discriminant validity) of construct and instruments of the research. The level of test accuracy and stability influences the reliability of the test. Thus, the reliability of a test refers to i. stability of the scores over time, for example, if a test runs several times on a responsive one, its score is the same in all cases; ii. the alignment of the items, i.e. how much the test questions are correlated to each other. Fronell and Larcker propose three criteria to investigate the reliability of constructs: i. the reliability of each of the items; ii. the composite reliability of each of the constructs, and iii. the average variance (AVE) extracted. In confirmatory factor analysis (CEA), factor loadings of 0.5 and more are acceptable[29]. The level of significance for factor loading of items should be at least 0.01[30].

In this study, Bootstrap test (with 200 subsamples) was used in order to calculate T-statistic for determination of the level of significance of factor loadings. The level of significance was 0.05 for T-statistics greater than ±1.96 to ±2.58. The level of significance was 0.01 for T-statistics greater than ±2.58.

The Dillon-Goldstein coefficient (cρ) was used to check the composite reliability of each of the constructs. Unlike multiple regressions of ordinary test squares (OLS), factor scores of participants are used in partial least squares. However, the Cronbach's alpha coefficient gives equal weight to the items and reliability show lower; so the cρ coefficient was used. Acceptable values of cρ should be 0.7 or greater[29]. The third criteria to assess reliability is the average variance extracted (AVE)[29]. Fronell and Larcker recommend the acceptable value for AVE is 0.5 and greater. Table-4 indicates the values obtained from AVE and CP for three basic variables of the research. Figure 2 to 4 show the confirmatory factor analysis as proposed for each of the variables. It should be noted that because of the effect of loadings factor, 10 questions from 18 questions related to the construct of cultural intelligence and 2 out of 11 questions related to constructing the employees' voice behavior had factor loadings below 0.5, all of these 12 questions were excluded from the final analysis and hypothesis testing. The remaining questions were considered for the final analysis and hypothesis testing.

Table-4: Average variance extracted (AVE) and composite reliability of latent variables of the research.

Variable	AVE	CP	A
Cultural intelligence	0.561	0.817	0.749
Leader-member exchange	0.547	0.894	0.862
Employee voice behavior	0.547	0.893	0.862

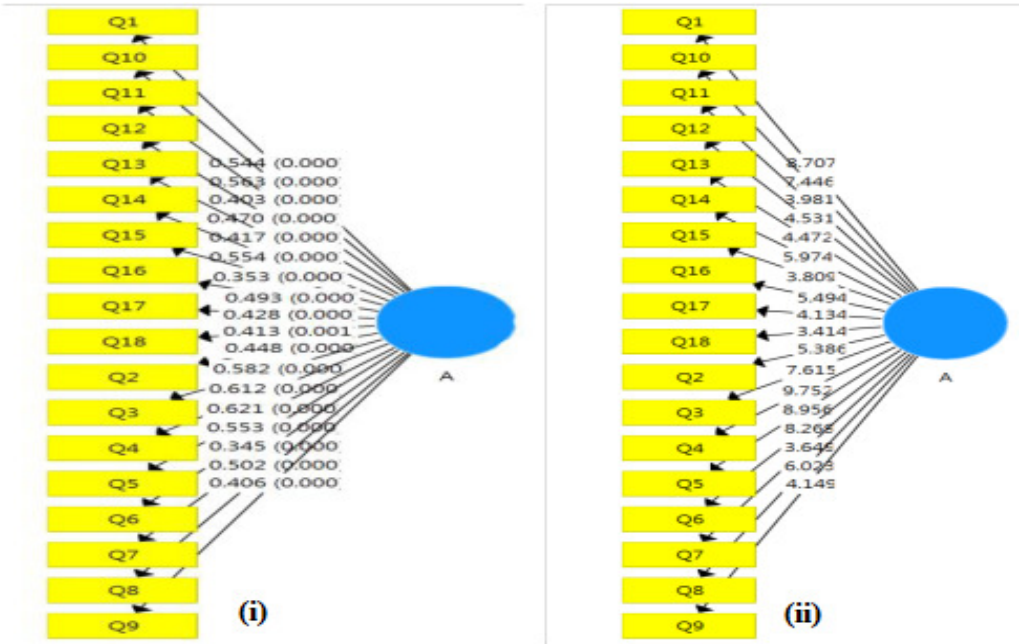

Figure-2: The output of PLS software in case of i. factor analysis and ii. t-test of cultural intelligence.

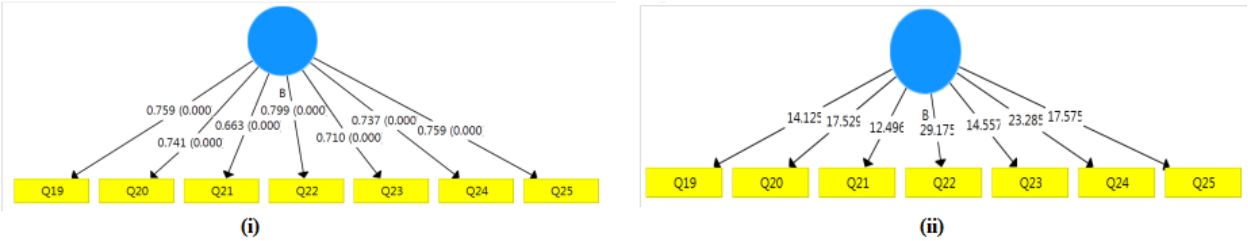

Figure-3: The output of PLS software in case of i. factor analysis and ii. t-test of leader-member exchange.

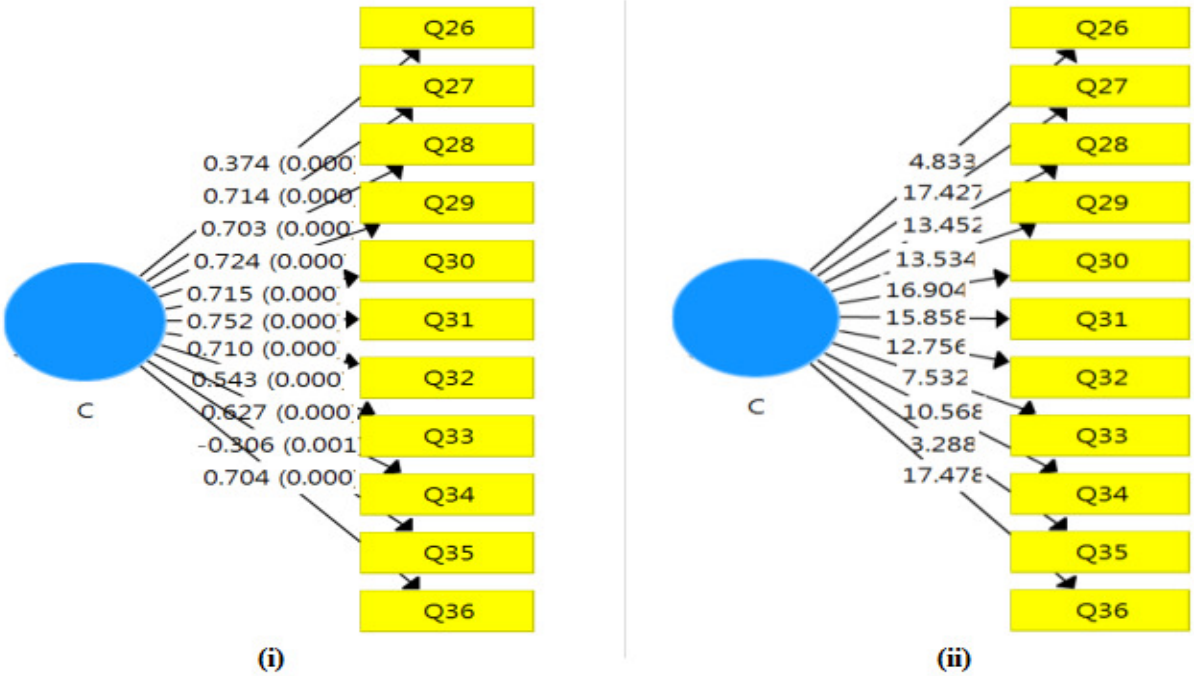

Figure-4: The output of PLS software in case of i. factor analysis and ii. t-test of employee voice behavior.

Validity of the research: Multicollinearity and Discriminant Validity: The colinearity between the time variables shows the existence of a strong relationship between the variables with a correlation of > 0.9. The frequency of data decreases the predictive power of each independent variable[31,32]. The correlation coefficients results between the variables are indicated in Table-5.

Table-5: The results from collinearity testing of latent variables.

Variables	Cultural Intelligence	Leader-member Exchange	Employees voice behaviors
Cultural intelligence	-		
Leader-member exchange	0.347	-	
Employees voice behaviors	0.345	0.523	-

In the divergent validity study, one of the criterions is that the square root of AVE within the variables should be greater than the correlation of the same construct with other constructs. According to Table-6, the average square root of the extracted variance of all research variables is greater than their correlation with other variables. Therefore, the investigation criterion of the divergent validity of the research variables is confirmed. In addition, the numbers under the diameter of the correlation matrix are described to examine the association between the variables and the correlation coefficient of all variables is positive and significant.

Structural pattern testing: To predict the employees' voice behavior, the proposed conceptual model is investigated through structural equation modeling method. According to the research hypotheses that were referred to it in the theoretical framework section, the PLS method is utilized to approximate the pattern. The structural model test of the research and the research hypotheses in the PLS method is likely by examining the path coefficients (factor loading sings) and the values of R^2.

The Bootstrap method was also carried out to calculate T-values to decide the level of significance of the path coefficients. The path coefficients were used to find out the contribution of each of the independent variables in the clarification of the dependent variable. The values of R^2 represent the explained variance of the dependent variable by the predictor variables. Besides the Stone-Giesser coefficient Q2 was carried out to examine the ability to predict dependent variables from independent variables. The positive values of this coefficient indicate the ability to predict and realize the role and formation of individual constructs and their relationships with each other[33]. The tested model of the relationship between the research variables is shown in Figures-5 and 6 and the effects of the numbers inside the circle of variance are explained.

Table-6: Correlation matrix and the root of the average variance extracted of each variables.

Variables	Cultural Intelligence	Leader-Member Exchange	Employees voice behaviors
Cultural intelligence	1.000		
Leader-Member exchange	0.464*	1.000	
Employees voice behaviors	0.251*	0.148**	1.000

*p<0.05, **p<0.01

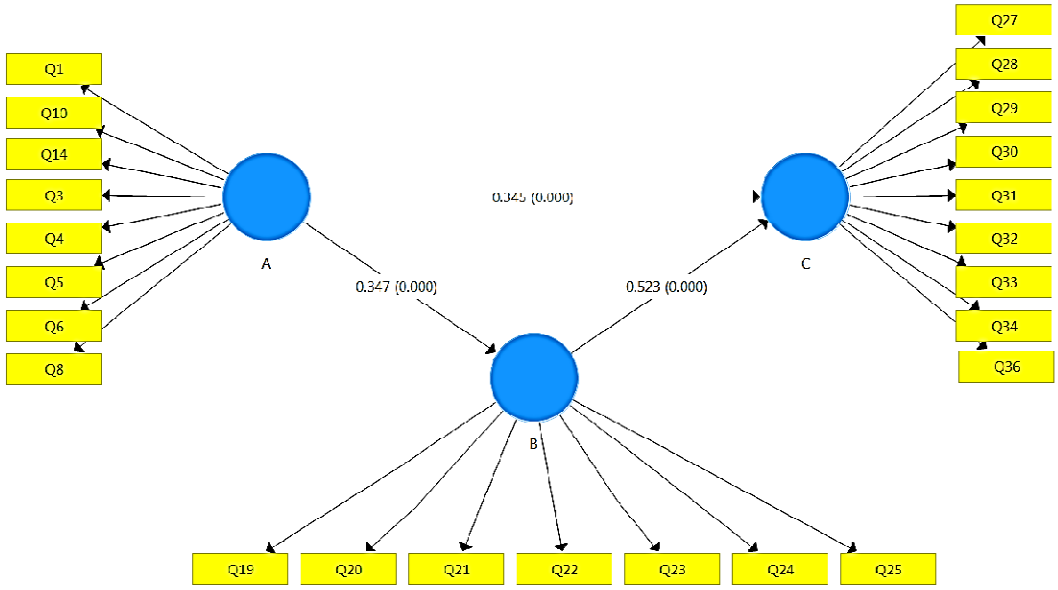

Figure-5: Tested pattern of the research.

The estimates of path coefficients and variance clarified by the research variables and the result of the research hypothesis test have been reported (Table-7). As can be seen in Table-7, all the hypotheses are approved because of the fact that their t-statistics are at an upper limit of 1.96 and their p-value is less than 0.05, which indicates the significance of the research model. Thus, all the hypotheses are confirmed.

Fitness of model, CV. communality, and CV. redundancy: In this section, the fitness of the structural model was examined. Hence, we considered the significance and path coefficients of the research model using the Bootstrap method (repeated and successive sampling) and the t-test statistics. Indeed, the determination coefficient is a more rational criterion as compared to the correlation coefficient. It is the most significant decisive factor by which the association between the two variables can be clarified. This coefficient of determination expresses the percentage variations of the function by the independent variable.

The determination coefficient value is between 0 and 1. If it is equal to 0, the regression line has never characterized the transform of the dependent variable to the independent variable. On the other hand, if it is equal to 1, the regression line can exactly characterize the transform of the dependent variable to the independent variable and the other values will be between these two boundaries. The value of determination coefficient, i.e. the values of R^2 near to 67%, 33%, and 19% indicates good, normal and weak correlation, respectively.

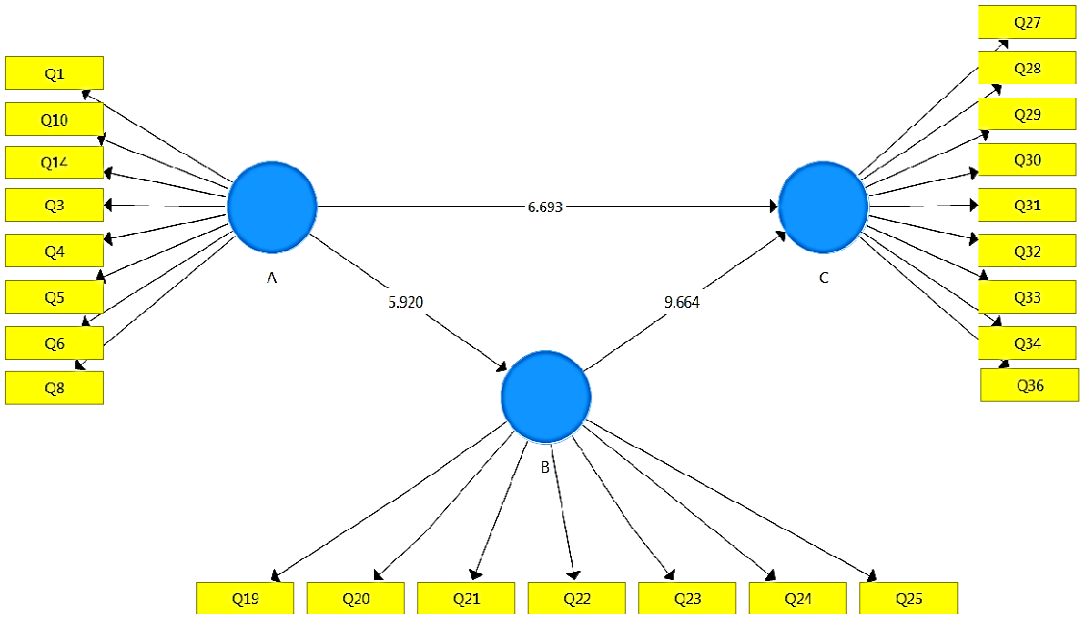

Figure-6: T-coefficients of the tested pattern without moderator variable.

Table-7: Path coefficients and T-test for evaluation of the impacts of variables in the hypotheses of the research.

Hypothesis	Variable		Direct path coefficient(β)	t-statistic	Significance statistic	Result
	Independent	Dependent				
1	Employee cultural intelligence	Employee cultural intelligence	6.693	0.345	0.000	Hypothesis confirmed
2	Employee cultural intelligence	The quality of leader-member exchange	5.920	0.347	0.000	Hypothesis confirmed
3	The quality of leader-member exchange	Employee voice behavior	9.664	0.523	0.000	Hypothesis confirmed
4	Mediating role of the quality of leader-member exchange in the influence of employee cultural intelligence on employee voice behavior		**			Hypothesis confirmed

**Since the direct influence of cultural intelligence on employee voice behavior is confirmed and the pressure of cultural intelligence on the quality of leader-member exchange is also confirmed, it can be concluded that the intervening role of the quality of leader-member exchange can be confirmed. As the influence of this mediating role is equal to the influence of hypotheses 2 and 3, it can be said that this mediating role in the influence of employee cultural intelligence on employee voice behavior is more than the direct influence of cultural intelligence on employee voice behavior.

The model predictive capability was also evaluated using non-parametric test of Stone-Giesser. In this test, the CV. Redundancy (CV.Red) value evaluates simultaneously the structural and measurement model while the CV.Communality (CV.Com) value only evaluates the measurement model. The positive and large R^2 value indicates the high model predictive capacity and negative R^2 value represents a poor estimate of the latent variable[34].

Finally, the general fitting of the model is referred and GOF index in the least squares-based model was used, which should be > 0.3. This index is considered in accordance with the formula for the present model and indicates the suitability of the overall model. Table 8 indicates the determination coefficients, the R^2 value, the path coefficients, and the t-test statistical values of the research model. In addition, Table-8 describes the cross-loading of the items on the constructs in the study is shown.

Table-8: Fitness index of structural model of the research.

Constructs	Coefficient of determination (R^2)	CV. redundancy	CV. communality	GOF
Cultural intelligence	-	0.821	0.821	0.503
Leader-member exchange	0.420	0.768	0.762	
Employee voice behavior	0.517	0.582	0.506	

As revealed in Table-8, the determination coefficients values for the latent variables of the model signifies the influence rate of the dependent variables on the independent variables. In fact, from the table, it appears that 0.420 of changes of employee voice behavior are determined by cultural intelligence was an independent variable. In addition to that the determination coefficient values were not negative and the CV.Red and CV.Com values were also in the favorable range, which is greater than 0.5.

Discussion, conclusion and suggestion: Employees are a human capital of organizations and they are socially and individually different from each other. Achievement of organizational goals depends on proper management of this capital. Managers of an organization should choose the way to treat employees depending on some variables like employees` interactions with managers and employees` attitudes towards an organization. Such variables can highlight employees' voice behavior. In fact, researchers have tried to identify factors which influence employee voice behavior. In our study, the influence of cultural intelligence and leader- member exchange as new components in the area of leadership and organizational intelligence on the improvement of employee voice behavior have been investigated in Tehran University of Medical Sciences.

The result of the research obtained from structural equation modeling tests showed that all relationships among variables were confirmed, i.e. the influence of employee cultural intelligence on employee voice behavior was confirmed. This result accords closely with the results presented by Earley and Ang[13] who indicates that persons with better cultural intelligence are capable of collecting and analyzing additional information and show better cognitive, emotional and behavioral actions than others. It is also in agreement with the results from Jiang et al.[26], which have concluded that higher cultural intelligence in work can be an effective factor that improves employee voice behavior[26]. It is also consistent with the results from studies done by LePine and Van Dyne that believes that employee voice behavior in multicultural workplace environments can be influenced by employee cultural intelligence[12]. They also declare that expressing ideas and suggestions and effective orientations of employees are main tools to improve employee voice behavior, which can be obtained from employee cultural intelligence.

The influence of cultural intelligence on the leader-member exchange was also examined and it is in accords with results obtained by Groves and Feyerherm which concluded that the greater excellence of leader-member exchange is prejudiced by cultural factors[35]. The results obtained from the influence of leader-member exchange on employee voice behavior is consistent with the results of Ang et. al which indicates that people's with privileged cultural intelligence know additional things how to manage their behaviors in multicultural workplace environments, learn new cultural rules, adapt their verbal and non-verbal behaviors with the environments and identify appropriate time to communicate with other employees and managers[1]. These results are also consistent with the results of LePine and Van Dyne that declare employees with higher cultural intelligence have better interactions with others and manage cultural barriers[12].

Finally, the intervening task of leader-member exchange in the influence of cultural intelligence on employee voice behavior (as indirect impact) was emphasized. The results obtained in the intervening task of the leader-member exchange is consistent with the results obtained by Jiang et al. which indicated that the excellence of leader-member exchange arbitrates the positive impact of cultural intelligence on employee voice behavior[26]. It is also reliable with the results from Chan and Yeung which shows that leader-member exchange and empowering are associated with voice behavior and improve the impacts of other components on employee voice[36].

Since all the hypotheses of the research are confirmed, the following suggestions can be given to the managers of Tehran University of Medical Sciences in order to improve employee cultural intelligence which, in turn, improves employee voice behavior and interactions between managers and employees:

Test results of hypothesis 1: Confirmation of the influence of employee cultural intelligence on employee voice behavior. It is

recommended that more consideration must be rewarded to employees' training in order to improve the learning capability of employees about cultural and ethical values and advance their performance towards their current roles. Formal and informal meetings and exchange of ideas and attitudes can lead to better achievements. Empowering employees, especially psychologically, to adapt with multicultural workplace environment, improving the mood of collective decision-making, involving employees in the organizational planning and etc should be considered by managers as important tools to achieve organizational goals. With respect to cultural differences, managers should develop a means to teach employees how to carry out team task responsibilities and become familiar with cultural differences and similarities.

Test result of hypothesis 2: Confirmation of the influence of employee cultural intelligence on the quality of leader-member exchange. It is suggested that managers have to hold some assembly to assist their employees to improve the internal and external cross-cultural communications. In order to avoid job dissatisfaction, organizational silence, and job infidelity, it is suggested that manager has to improve activity coordination within and out of their working groups so as to get better interactions with employees.

Test results of hypothesis 3: Confirmation of the influence of the quality of leader-member exchange on employee voice behavior. It is suggested to managers to give an opportunity to new employees to show their capabilities, especially in the improvement of organizational atmosphere and organizational communications. This activity can be achieved by improving horizontal communication in the organization, declining hierarchy levels, increasing organizational support and improving organizational justice. Managers should also try to make better conditions for new employees to carry out team task responsibility and coordinate with other employees and leaders. Cultural differences can influence financial and non-financial intensives of employees and job satisfaction. This point should be considered by managers in order to improve interactions.

Test results of hypothesis 4: Confirmation of the intervening task of the quality of leader-member exchange in the impact of the employee cultural intelligence on employee voice behavior. It is recommended that managers have to give an opportunity to employees to display their capabilities. Regarding cultural differences of employees, it necessitates suitable planning, empowering employees as well as knowing employees` capabilities as best as possible. It is also suggested that managers make interactions with employees depending on their cultural differences and competences. To do so, managers should hold acquaintance meetings, set operational planning, and evaluate the performance of employees.

Conclusion

In conclusion, this study has assisted us to recognize better how employees' cultural intelligence affects the employees' voice behavior in the organization in terms of the intervening task of the excellence leader-member exchanges towards the performance of the employees and organizational productivity. Culturally diversified employees in an organization have a negative influence on the performance of individuals unless the employees' cultural intelligence barriers minimized and encouraging employees to speak out their ideas, opinions or concerns. Our study results point out that the intervening role of the quality of leader-member exchange has an impact both on the employee cultural intelligence on employee voice behavior, which has potential implications for the development of an organization. Hopefully, this work will provide a channel and inspire future research attempts in a way that will be successful for intensifying the perception of the impact of employees' cultural intelligence on employee voice behavior.

Study Limitations: This study has some limitations due to the nature of the research questionnaire. The respondents may not have responded well to questions due to fatigue and frustration is considered as one of the possible limitation. The other limitation is that the failure to fully address all factors affecting the employees' cultural intelligence on employees' voice behaviors in the organization due to time and budget constraints.

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