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Leader's Motivating Language and Employee Voice Behavior: Exploring the Roles of Positive Emotional Culture as a Mediator and Procedural Justice Climate as a Moderator

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Abstract

Background/ problem: Positive emotional culture is a vital aspect that can encourage various positive outcomes in an organization. Unfortunately, most current research still focuses on cognitive and negative emotional cultures. Moreover, most of these studies do not include organizational climate conditions, such as procedural justice climate.

Objective/ purpose: This study aimed to explain the role of positive emotional culture as a mediator and procedural justice climate as a moderator in the relationship between leader's motivating language and employee voice behavior.

Design and Methodology: A quantitative online survey was conducted on 158 employees from various types of organizations in Indonesia. Data analysis was conducted using Hayes's PROCESS macro for simple mediation analysis, and moderated-mediation analysis.

Results: The results showed that positive emotional culture fully mediates the effect of leader's motivating language on employee voice behavior ($\beta = .21$, 95% CI = [.01, .40]). Furthermore, procedural justice climate is significant as a moderator between leader's motivating language and employee voice behavior mediated by positive emotional culture ($\beta = .18$, 95% CI = [.04, .31]).

Conclusion and Implications: These findings provide knowledge that a positive emotional culture and procedural justice climate are very important for employees in Indonesia. This study recommends that organizations should strive to create a positive emotional culture and procedural justice climate to foster employee voice behavior necessary to achieve organizational goals.

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Cognitive culture is undeniably critical to an organization's success, but another aspect that is no less important is emotional culture (Men & Robinson, 2018). When leaders ignore emotional culture, they ignore a vital part that affects employee performance (Barsade & O'Neill, 2016). Emotional culture is the shared affective values, norms, artifacts, and assumptions that govern which emotions people have and express at work and which ones they are better off suppressing (Barsade & O'Neill, 2016). In contrast to cognitive culture, which focuses on how organizational members think, emotional culture focuses more on regulating how to manage the feelings of organizational members (Men & Yue, 2019).

Although currently many have stated the importance of feelings in organizations, unfortunately most studies still focus on cognitive culture and ignore the affective and emotional sides of organizational culture (Barsade & O'Neill, 2016). In addition, some existing research on emotional culture also focuses more on negative emotions, such as anger, anxiety, and fear (Heaphy et al., 2022). Research on positive

emotional culture has only begun to be researched in recent years (e.g., Men & Robinson, 2018; Men & Yue, 2019; Sun et al., 2023; Yue et al., 2021, 2022). To fill this gap, this study will focus on positive emotional culture, consisting of joy, companionate love, pride, and gratitude.

As a newly developed variable to be researched, most studies have explored the antecedents of positive emotional culture on communication variables, such as leader's motivating language (Yue et al., 2021; 2022), symmetrical communication (Men & Yue, 2019; Sun et al., 2023; Yue et al., 2021), and responsive leader communication (Men & Yue, 2019). On the other hand, research exploring the outcomes of positive emotional culture has begun to be conducted on various variables, such as employee voice behavior (Yue et al., 2022), organizational identification (Sun et al., 2023; Yue et al., 2021), employee advocacy (Men & Yue, 2019), and employee-organization relationships (Men & Robinson, 2018).

A majority of previous research places positive emotional culture as a mediator variable. Various evidences show that the role of positive emotional culture is vital because it has been shown to fully mediate between the independent variable and the dependent variable (i.e., Yue et al., 2021, 2022). For example, positive emotional culture fully mediates the relationship between leader's motivating language and organizational identification (Yue et al., 2021), fully mediates the relationship between symmetrical internal communication and organizational identification (Yue et al., 2021), and fully mediates the relationship between leader's motivating language and employee voice behavior (Yue et al., 2022). According to the research model of Yue et al. (2022) in India, a similar research model in Indonesia could yield the same results because the two countries have a similar high-power distance culture (The Culture Factor Group, 2023).

This research seeks to extend the generalization of previous research findings from Yue et al. (2022) for the Indonesian context on the role of positive emotional culture as a mediator of the relationship between leader's motivating language and employee voice behavior. Leader's motivating language is an oral communication alternative to the prevailing management focus on uncertainty reduction in organizational leadership (Mayfield & Mayfield, 2018). On the other hand, employee voice behavior as the dependent variable is informal and discretionary communication by an employee of ideas, suggestions, concerns, information about problems, or opinions about work-related issues to persons who might be able to take appropriate action, with the intent to bring about improvement or change (Morrison, 2014).

The positive emotional culture variable was chosen because Yue et al. (2022) showed inconsistent results in their research in two countries. On the one hand, positive emotional culture fully mediates the relationship between leader's motivating language and employee voice behavior in India. On the other hand, with the same variables, positive emotional culture only partially mediates in the United States. The difference in research findings is due to differences in power distance orientation, where India has a high-power distance orientation, while the United States has a low power distance orientation (The Culture Factor Group, 2023). Individuals who grow up in a high-power distance culture respect power differences more (Morrison, 2014). Therefore, despite leader's motivation language, workers in India choose not to issue voice behavior for fear of being perceived as insubordination (Kwon & Farndale, 2020). Through this research, the argumentation wants to be further proven in the Indonesian context, which has a power distance orientation similar to India.

Schneider et al. (2013) explained that research that addresses the outcomes of positive emotional culture will produce a more profound understanding when integrated with the specific climate in the organization, such as procedural justice climate. Procedural justice climate is a distinct unit-level cognition regarding shared (procedural) fairness perceptions of treatment by organizational authorities (Whitman et al., 2012). The research results in Taiwan show that the procedural justice climate felt by employees can increase the effect of positive emotional culture on the emergence of employee voice behavior (Hsiung, 2012).

Based on the existing issues, this study aimed to examine positive emotional culture in the workplace, namely its role as a mediator between leader's motivating language and employee voice behavior. In addition, this study also examined the role of procedural justice climate as a moderator of leader's motivating language and employee voice behavior mediated by positive emotional culture. The findings of this study are expected to be useful for leaders to manage communication in the organization to create a positive emotional culture, and ultimately, have an impact on increasing employee voice behavior.

Literature Review

This section explains the theoretical framework used in this study, the relationships between research variables, research hypotheses, and the conceptual framework proposed.

Theoretical Framework

A theoretical framework based on the social exchange theory is used to build this research model. Social exchange theory explains that relationships between individuals consider the costs and benefits incurred and received. Therefore, a person's fundamental motive when building a relationship with others is to maximize the benefits obtained (Hsiung, 2012). In the organizational context, organizations strive to provide material and socioemotional benefits to obtain loyalty and the best employee performance. Employees who receive socioemotional resources in the form of a good work environment and culture (e.g., leader's motivating language, positive emotional culture, procedural justice climate) will have positive work attitudes and behaviors, such as employee voice behavior (Sharma & Sharma, 2021).

Employee Voice Behavior

As defined by Morrison (2014), employee voice behavior is a variety of initiatives (expressions of concerns or ideas) conveyed through relevant stakeholders to address various work and organizational issues. This is an essential initiative for employees to take proactive action in the workplace. Although it shares similarities with several other constructs, employee voice behavior is riskier than helping behavior because it is change-oriented (McAllister et al., 2007). Employee voice behavior is also more oriented towards the interest of the organization and team, compared to organizational dissent, which tends to be self-serving (Botero & Van Dyne, 2009). The greater risk of voice behavior makes employees often afraid to do it. These fears will reduce when employees feel they have good psychological safety (Yue et al., 2022).

Leader's Motivating Language

One form of leader communication is by using motivating language. Leader's motivating language is a form of verbal communication that focuses on reducing uncertainty in organizational leadership. Leader's motivating language occurs when leaders actively demonstrate three distinctive styles of speech. First, direction-giving language is shown when leaders articulate expectations, provide task-oriented messages, and aim to reduce employee task ambiguity (Mayfield & Mayfield, 2018). Second, empathetic language is demonstrated when leaders convey a genuine sense of humanity by expressing concern for emotional well-being related to subordinates' personal lives (Sun et al., 2016). Third, meaning-making language is evident when leaders promote an understanding of the culture and meaning of the organizational environment and align employees' personal goals with the organization's vision (Gutierrez-Wirsching et al., 2015).

Leader's Motivating Language and Employee Voice Behavior

Through leader's motivating language (Mayfield & Mayfield, 2020), leaders can encourage the emergence of voice behavior (Morrison, 2014). A holistic application of leader's motivating language allows employees to clearly understand each task at hand, sense psychological safety, and have a deeper understanding of the organizational culture, values, norms, and goals. A good understanding of tasks,

having psychological safety, and understanding the values, norms, and goals of the organization will encourage employees to perform voice behavior (Mayfield & Mayfield, 2020).

Although many arguments indicate that leader's motivating language is a variable that plays a role in the emergence of employee voice behavior, unfortunately, the results of empirical research conducted by Yue et al. (2022) in India shows that leader's motivating language has no significant effect on employee voice behavior. Given the similarity of collectivist culture in India and Indonesia, similar results are expected if the same research is conducted in Indonesia. Thus, other variables are needed that can explain the mechanism of the relationship between leader's motivating language and employee voice behavior.

Positive Emotional Culture as a Mediator between Leader's Motivating Language and Employee Voice Behavior

Positive emotional culture is one of the variables that may play a role in mediating the relationship between leader's motivating language and employee voice behavior. Yue et al. (2021) view emotional culture as consisting of (1) nonverbal expressions of emotions (e.g., tone of voice, facial expressions, body language) and cultural artifacts (e.g., rooms, decorations, group rituals, ceremonies); (2) underlying values, namely emotions that are appropriate to express or hide; (3) underlying assumptions, namely the meaning implied in each expressing or suppressing certain emotions. This research focuses on positive emotional culture in joy, companionate love, pride, and gratitude. When there is a positive emotional culture in the organization, all members will get used to sharing positive emotions, for example by maintaining a pleasant atmosphere in every meeting (Barsade & O'Neill, 2016). Research by Yue et al. (2022) shows that positive emotional culture plays a significant role in fully mediating the relationship between leader's motivating language and employee voice behavior. This means that positive emotional culture has an important role in explaining the mechanism of the relationship between leader's motivating language and employee voice behavior. When an organization has a positive emotional culture, employees are more likely to pay attention to the difficulties of others and therefore willing to engage in voice behavior (Heaphy et al., 2022). Thus, the proposed hypothesis is:

Hypothesis 1: Positive emotional culture mediates the relationship between leader's motivating language and employee voice behavior

Procedural Justice Climate as a Moderator in Leader's Motivating Language and Employee Voice Behavior Mediated by Positive Emotional Culture

Employee voice behavior not only carries risks for the employees themselves, but can also affect the rights and interests of other colleagues, thus impacting organizational social relations (Liu et al., 2010). Therefore, social context and climate provide essential cues for employees to evaluate the costs and benefits they will receive when engaging in employee voice behavior. In addition to the positive emotional culture climate, Hsiung (2012) in his study in Taiwan showed that the procedural justice climate perceived by employees will increase employee voice behavior.

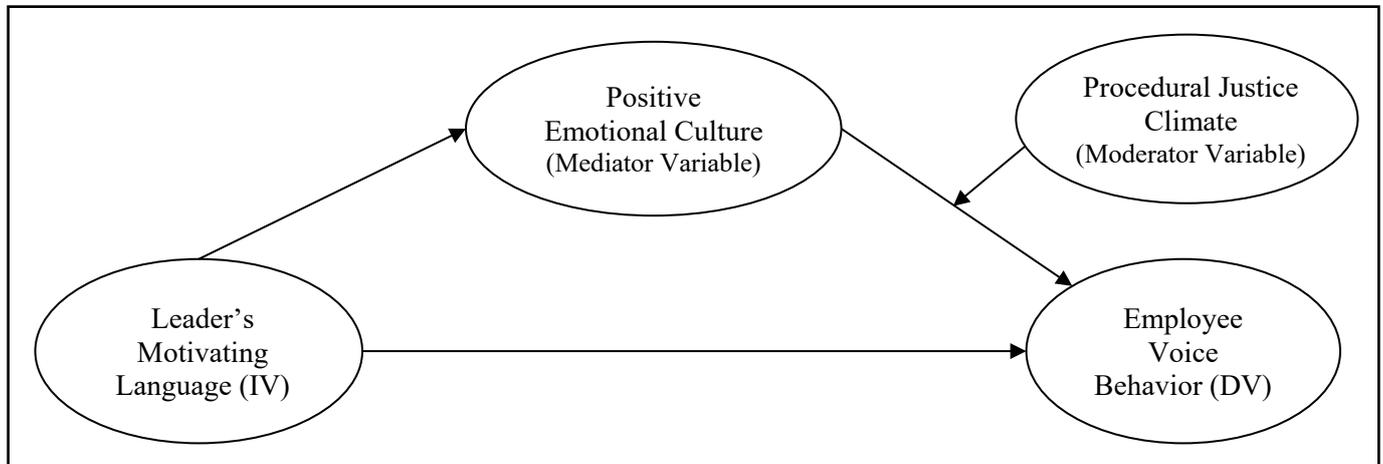
A high procedural justice climate makes individuals and their colleagues feel that they are being treated fairly (Colquitt, 2004). Conversely, in organizations with a low procedural justice climate, employees who engage in voice behavior will perceive higher risks to themselves and their colleagues. This is because voice behavior that challenges the status quo in the organization often carries personal risk. Therefore, the perceived high procedural justice climate will provide psychological safety against these unique risks (Hsiung, 2012). However, no empirical research looks at the role of procedural justice climate as a moderator in the relationship between leader's motivating language and employee voice behavior mediated by positive emotional culture. Thus, the researcher proposes a hypothesis:

Hypothesis 2: Procedural justice climate moderates the relationship between leader's motivating language and employee voice behavior mediated by positive emotional culture.

Based on the relationship between variables and research hypotheses, the conceptual framework proposed in this study can be seen in Figure 1.

Figure 1

Proposed Conceptual Framework



Note. IV: Independent Variable; DV: Dependent Variable

Method

Research Design

This research used a quantitative survey method. This study examined the role of mediator and moderator variables in influencing the independent variable with the dependent variable. The independent variable used in this study is leader’s motivating language, the dependent variable is employee voice behavior, the mediator variable is positive emotional culture, and the moderator variable is procedural justice climate.

Sample

The participants in this study were all employees working in private, public, or non-government organizations in Indonesia with the criteria of (1) active employees; (2) having worked for at least 1 year; (3) having a direct supervisor. This research is not focused on one organization or industry in Indonesia, so the population size is unknown. Therefore, the G*Power 3.1 application was used to calculate this study’s minimum sufficient sample size. The program shows that to achieve an effect size of .15, a minimum of 119 participants are required at 95% statistical levels (Faul et al., 2007). The sample selection technique used was convenience sampling, which is part of non-random sampling. The data collection process was conducted in November, 2023. The total research sample collected was 219 participants, but 61 of them did not pass the item checker (which contains “the best organizational structure is a divisional structure”. Specifically, for this statement, please select the answer option: strongly disagree). Item checkers resemble measuring instruments but aim to determine the seriousness of participants in filling out research measuring instruments. Thus, the sample that can be analyzed in this study is 158 participants, which corresponds to the number of participants required by G*Power. Despite the small number of participants, the data analysis for this research hypothesis was carried out using Bootstraps Confidence Interval ($n = 5,000$ bootstrap samples) so that the results still show higher power than the normal theoretical approach (Hayes, 2022).

Instruments

The measurement instruments used in this study were adapted from English to Indonesian using the procedures of Beaton et al. (2000). Then, the instrument was tested on 30 workers. Next, an item analysis was conducted to ensure that the items used were appropriate. Each measurement instrument is a Likert

scale comprising six response options (1 = strongly disagree - 6 = strongly agree). Except for the positive emotional culture measuring instrument which uses answer choices from 1 = not at all to 6 = to a very large extent.

Positive emotional culture was measured using a scale from Yue et al. (2021). Thirteen items measure organizational culture when joy (i.e., delighted, happy, joyful, & excited), companionate love (i.e., affectionate, loving, & companionate), pride (i.e., proud, superior, & worthy), and gratitude (i.e., grateful, thankful, & appreciative). Each participant was asked to rate the suitability of various forms of positive emotional culture perceived at work. The item analysis results showed that the measuring instrument's reliability was very high ($\alpha = .95$).

Leader's motivating language is measured using a scale developed by Mayfield and Mayfield (2018) which consists of ten direction-giving language items, six empathetic language items, and eight meaning-making language items. An example item is "My boss provides useful explanations about what I need to do at work". The item analysis results showed that the measuring instrument's reliability was very high ($\alpha = .95$).

Employee voice behavior was measured using a scale developed by Van Dyne and LePine (1998) comprising six items. An example item is "I develop and make recommendations regarding issues that affect my team". The item analysis results showed that the measuring instrument's reliability was high ($\alpha = .84$).

Procedural justice climate was measured using Hsiung's (2012) scale adapted from Niehoff and Moorman (1993), which totaled six items. An example item is "My supervisor ensures all opinions have been considered before making work-related decisions". The item analysis results showed that the measuring instrument's reliability was high ($\alpha = .89$).

Data Analysis

The data analysis technique uses Hayes's PROCESS macro in the IBM SPSS Statistics version 26 application. Hayes model 4 (simple mediation analysis) is used to test the role of positive emotional culture as a mediator of the relationship between leader's motivating language and employee voice behavior (H1), while Hayes model 14 (moderated-mediation analysis) is used to test the role of procedural justice climate as a moderator of the relationship between leader's motivating language and employee voice behavior mediated by positive emotional culture (H2). The normality test in this study was not conducted because bootstrapping was done ($n = 5,000$) based on Hayes (2022).

Results

This section begins with sample characteristics, common method bias, mean, standard deviation, correlation between variables, and hypothesis testing. To provide a more detailed explanation, this section also includes tables of statistical analysis results, visualization of model test results, and visualization of the simple slope of the conditional indirect effect.

Sample Characteristics

The demographic characteristics of the participants are shown in Table 1, where the majority of participants were female ($n = 122$ people; 77.20%), the average age of participants was 26 years old or in the category of 18–26 years old ($n = 56$; 35.40%) and 27–42 years old ($n = 102$; 64.60%), the highest education level was undergraduate ($n = 103$; 65.20%), participants had an average job tenure of 1–3 years ($n = 116$; 72%), the majority of participants were on the staff position level ($n = 129$; 81.60%), and on average came from private organizations ($n = 128$; 81%).

Table 1
Demographic Characteristics

Demographic (<i>n</i> =158)	<i>f</i>	Percentage
Gender		
Male	36	22.80%
Female	122	77.20%
Age		
18–26 years old	102	64.60%
27–42 years old	56	35.40%
Educational Level		
Senior High School	31	19.60%
Diploma	18	11.40%
Undergraduate	103	65.20%
Master	6	3.80%
Job Tenure		
1–3 Years	116	72.00%
4–7 Years	40	24.80%
>7 Years	5	3.10%
Position Level		
Staff	129	81.60%
Supervisor	20	12.70%
Manager	9	5.70%
Type of Organization		
Private Organization	128	81.00%
Public Organization	18	11.40%
Non-Governmental Organization	12	7.60%

Common Method Bias

This study used Harman's single factor test to analyze the possibility of common method bias. The result of Harman's single factor test analysis shows a value of 42%. Since it is less than 50%, we can conclude that common method bias is not a problem in this study (Podsakoff et al., 2003).

Descriptive Analysis

Table 2 shows that leader's motivating language, positive emotional culture, procedural justice climate, and employee voice behavior owned by most participants are at a high level. This is reflected in the mean of each variable, which has a value of more than 4.6 from the maximum value of 6. Then, the results of the correlation between variables showed that various demographic variables (gender, age, education level, position level, and job tenure) are not significantly correlated with employee voice behavior, all demographic variables will still be controlled in the hypothesis test. That is because previous research shows that various demographic variables of participants, such as age, gender (Hsiung, 2012; Whiting et al., 2012), education level (Li & Sun, 2015), position level, and job tenure (Li et al., 2020), have the possibility to influence employee voice behavior.

Table 2
Mean, Standard Deviations, and Correlations among the Study Variables

Variable	<i>M</i>	<i>SD</i>	1	2	3	4	5	6	7	8	9
1. Gender	1.77	.42	1	-	-	-	-	-	-	-	-
2. Age in Year	26.00	3.80	-.25**	1	-	-	-	-	-	-	-
3. Education Level	2.53	.85	-.16*	.13	1	-	-	-	-	-	-
4. Position Level	1.24	.55	-.18*	.05	.19*	1	-	-	-	-	-
5. Job Tenure in Year	3.00	2.00	-.25**	.60**	.06	-.01	1	-	-	-	-
6. LML	4.62	.78	.09	-.06	-.06	-.09	-.01	1	-	-	-
7. Positive Emotional Culture	4.61	.87	.07	-.10	-.02	-.09	.00	.77**	1	-	-
8. Procedural Justice Climate	4.72	.91	.15	.01	-.07	-.15	.03	.81**	.68**	1	-
9. Employee Voice Behavior	4.65	.72	.04	-.09	.02	.02	-.05	.33**	.37**	.35**	1

Note. *n* = 158; *M*: mean; *SD*: standard deviation; LML: Leader's Motivating Language; Gender (Male = 1, Female = 2); Education Level (High School = 1; Diploma = 2; Undergraduate Degree= 3, Master Degree= 4); Position Level (Staff = 1; Supervisor = 2; Manager = 3). * *p* < .05. ** *p* < .01. *** *p* < .001 (2-tailed).

Hypothesis Testing

Before entering hypothesis testing, Table 3 shows that none of the control variables affect employee voice behavior, both in model 4 (simple mediation) and 14 (moderated mediation). Thus, these results reinforce that differences in participants' demographic characteristics do not cause the variation in employee voice behavior data in this study.

Table 3
Hayes Process Macro Analysis Results

Variable	Simple Mediation (Model 4)		Moderated-mediation (Model 14)	
	Employee Voice Behavior		Employee Voice Behavior	
	β	<i>p</i>	β	<i>p</i>
Leader's Motivating Language	.10	.37	.05	.73
Positive Emotional Culture	.25	.01	.24	.01
Procedural Justice Climate	-	-	.23	.03
PEC x PJC	-	-	.21	.00
Control Variable				
Gender	.01	.97	-.06	.64
Age	-.05	.67	-.04	.75
Education Level	.29	.67	.02	.73
Position Level	.07	.50	.05	.61
Job Tenure	-.05	.72	-.12	.34
<i>R</i> ²	.15		.24	
<i>R</i>	.39		.49	
<i>F</i>	3.83		5.10	
<i>df</i> ₁	7		9	
<i>df</i> ₂	150		148	

Note. PEC = Positive Emotional Culture, PJC = Procedural Justice Climate

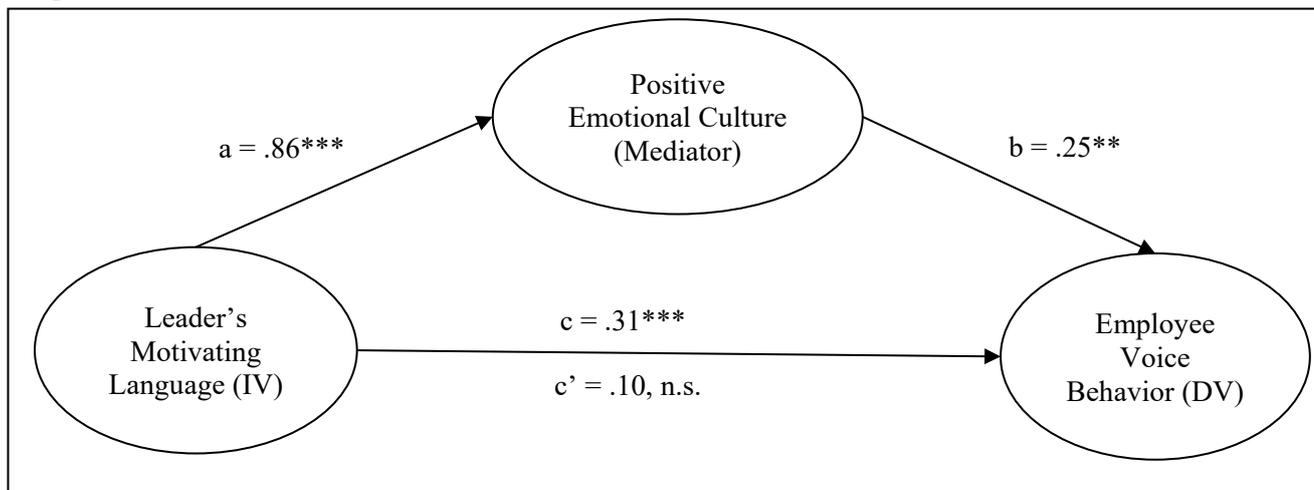
The first hypothesis (H1) was analyzed through Hayes PROCESS Model 4, namely simple mediation (Hayes, 2022), aiming to examine the mechanics of path analysis and to demonstrate how leader's motivating language plays a role on employee voice behavior can be partitioned into direct and indirect effects through positive emotional culture. Table 4 shows that controlling for all demographic variables, positive emotional culture significantly mediated the relationship between leader's motivating language and employee voice behavior ($\beta = .21$, 95% CI = [.01, .40]). These results indicate that H1 is supported by the data. This provides evidence that leader's motivating language tends to increase employee voice

behavior when employees experience positive emotional culture. In fact, positive emotional culture fully mediates the relationship between leader’s motivating language and employee voice behavior, because leader’s motivating language is not significant in the direct effect on employee voice behavior. The results of simple mediation models can be seen in Figure 2.

Table 4
Simple Mediation Analysis Result

Mediator	Effect	BootSE	BootLLCI	BootULCI
Positive emotional culture	.21	.10	.01	.40

Figure 2
Simple Mediation Model



Note. n.s. = no significant; * $p < .05$; ** $p < .01$; *** $p < .001$ (2-tailed). c = total effect; c' = direct effect
a x b = indirect effect (.21, 95% CI = [.01, .40])

The second hypothesis (H2) was analyzed through Hayes PROCESS Model 14, namely moderated mediation analysis (Hayes, 2022). As seen in Table 5, moderated mediation analysis is used to examine the conditional process when the indirect effect of the relationship between leader's motivating language and employee voice behavior mediated by positive emotional culture is also affected by procedural justice climate as a moderator.

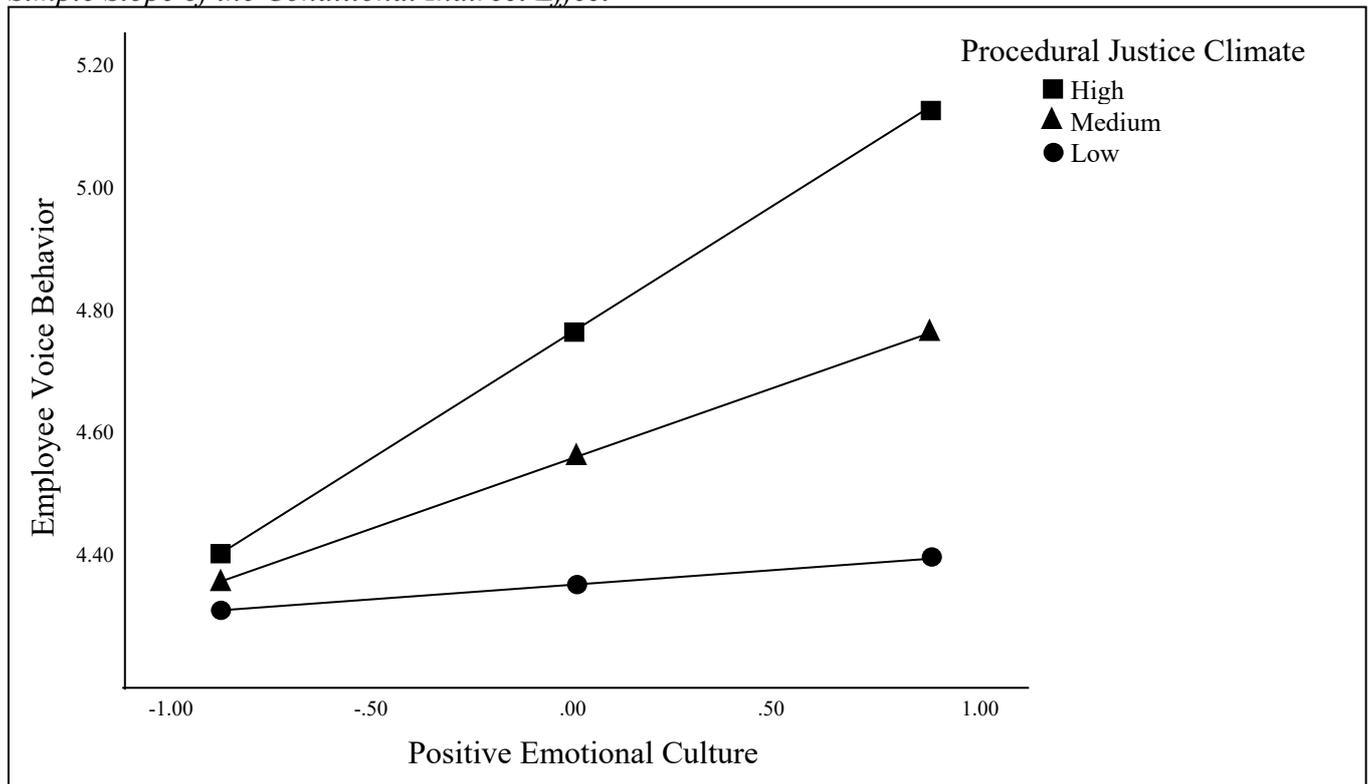
Table 5
Moderated Mediation Analysis Result

Moderator	Conditional Indirect Effect				
	Condition	β	Boot SE	Boot LLCI	Boot ULCI
Procedural Justice Climate	Low	.04	.11	-.18	.26
	Moderate	.21	.10	.01	.40
	High	.37	.12	.14	.61
Index of Moderated Mediation	-	.18	.07	.04	.31

Based on the index of moderated mediation in Table 5, it shows that the indirect effect between leader’s motivating language on employee voice behavior through positive emotional culture becomes higher when employees feel a high procedural justice climate in the organization ($\beta = .18$, SE = .07, 95% CI = [.04, .31]). Therefore, Hypothesis 2 of this study is supported.

The indirect effect between leader's motivating language and employee voice behavior through positive emotional culture was significant at the medium level of procedural justice climate ($\beta = .21$, $SE = .10$, $95\% CI = [.01, .40]$) and significant at the high level of procedural justice climate ($\beta = .37$, $SE = .12$, $95\% CI = [.14, .61]$), but not significant at the low level of procedural justice climate ($\beta = .04$, $SE = .11$, $95\% CI = [-.18, .26]$). The result of this study indicates that leader's motivating language alone is not enough to increase employee voice behavior without the mechanism of a positive emotional culture. In addition, this study shows that a high procedural justice climate can strengthen the indirect relationship in the three previous variables. Visualization of the simple slope of the conditional indirect effect can be seen in Figure 3.

Figure 3
Simple Slope of the Conditional Indirect Effect



Discussion and Conclusion

Discussion of Main Results

This research aimed to examine the crucial mediating role of positive emotional culture and the moderating role of procedural justice climate on private, public, and non-governmental organizations in Indonesia. As expected, H1 is supported by the research data, namely that positive emotional culture fully mediates the relationship between leader's motivating language and employee voice behavior. In other words, although leader's motivating language is very important (Mayfield & Mayfield, 2020), its ability to influence employee voice behavior in Indonesia can only be significant if it is through a positive emotional culture. This confirms that the emotional bond resulting from leader's motivating language (Mayfield & Mayfield, 2010), is not strong enough to provide a sense of security for employees to demonstrate employee voice behavior. Therefore, the presence of a positive emotional culture will provide employees with a greater sense of security and will lead them to demonstrate employee voice behavior.

The findings of this study also show that positive emotional culture is an important aspect that participants (the majority of the younger generation) pay attention to when they want to conduct employee

voice behavior. This is in line with the exposure of Leslie et al. (2021), which explains that comfort in the work environment is a top priority for the young generation. The existence of clear instructions and directions through leader's motivating language is not enough to make the young generation want to do voice behavior. Leader's motivating language can only inspire young generation to engage in voice behavior when there is a positive emotional culture that is also felt at the same time.

The findings of this study are consistent with the results of research by Yue et al. (2022) in India, who found that positive emotional culture significantly fully mediates between leader's motivating language and employee voice behavior. The consistency of positive emotional culture playing a vital role as a mediator has been increasingly convincing because the research of Yue et al. (2022) in India has many similarities with this research, namely that both were conducted in collectivist countries (India and Indonesia), the same measuring instruments were used, and there are similar participant characteristics. The two consistent research findings can be explained by Heaphy et al. (2022) that employees who work in a culture of love will be more likely to care about the conditions of others and the environment around them, which makes them motivated to do voice behavior so that all existing problems can be resolved immediately.

In contrast, the findings of this study differ from the results of Yue et al. (2022) in the United States, which shows that positive emotional culture significantly partially mediates between leader's motivating language and employee voice behavior. In other words, the direct effect between leader's motivating language and employee voice behavior is significant. This difference in results can most likely be explained by differences in power distance orientation between countries. Employees who grow up in a high power distance culture have a sense of respect and compliance with power differences (Morrison, 2014), which makes them choose to limit voice behavior for fear of being considered a form of insubordination to superiors (Kwon & Farndale, 2020). Therefore, it is natural that employees in Indonesia, who have a high-power distance compared to the United States (Hofstede, 2023), prefer to adjust to existing uncomfortable conditions rather than having to voice to make changes to the status quo.

The H2 in this study is also supported by data, where procedural justice climate is significant as a moderator in this research model. It implies that leader's motivating language affects employee voice behavior through a good positive emotional culture mechanism, and this influence will increase when the organization has a high procedural justice climate. These results align with the conclusions of various researchers elaborated by Ansari et al. (2007), namely that procedural justice climate significantly influences individual behavior in the workplace. Even for employees, procedural justice climate is considered more critical than distributive justice climate.

The results of this study are also in line with the findings of Kapucu and Akar (2018) which show that the emergence of employee voice behavior is highly dependent on the procedural justice climate. When they feel that there is procedural justice climate, employees consider that they are given the right to talk about their feelings, knowledge, and thoughts to improve organizational performance. This increases employees' confidence in their psychological safety and makes them feel protected by formal systems within organization. That way, fear arising from others' biased evaluation of employee voice behavior will be reduced (Takeuchi et al., 2012). It is inversely proportional if the procedural injustice climate is felt. It makes employees remain silent because they worry about the greater risk if they do voice behavior (Hsiung, 2012; Walumbwa & Schaubroeck, 2009). The absence of a procedural justice climate also makes employees feel that their input will not be considered in organizational decision-making. In addition, there is also the potential for abuse of power from superiors against employees who voice different ideas or are not in line with the wishes of the leaders (Apriono et al., 2021). Certainly, these various conditions greatly hinder the emergence of voice behavior among employees (Kim & Kiura, 2023).

Thus, the findings of this study confirm the social exchange theory used to construct this research model, in which employees will want to convey their ideas when they feel they get leader's motivating language, positive emotional culture, and procedural justice climate as part of the socioemotional support provided by the organization (Ng & Feldman, 2012; Sharma & Sharma, 2021). If the socioemotional support received from the organization is seen as insufficient, for example, if employee only receives leader's motivating language without being accompanied by positive emotional culture and procedural justice climate, then employees will choose not to convey their input and ideas to the organization (Hsiung, 2012).

Limitations and Future Research Directions

Future research is expected to overcome some of the limitations of this study. First, this study is correlational, so it cannot make claims regarding the causal relationship between variables. Therefore, future research needs to be conducted using experimental methods to carry out direct manipulation, for example, manipulation of the positive emotional culture variable. Second, although both research hypotheses are supported, the coefficient of determination (R^2) of both simple mediation ($R^2 = .15$) and moderated mediation ($R^2 = .24$) is at a medium level (see Table 3). That means there are roles of other variables that also play a role in increasing employee voice behavior, in addition to leader's motivating language, positive emotional culture, and procedural justice climate. Therefore, future research needs to explore the role of other variables, such as symmetrical internal communication (Sun et al., 2023; Yue et al., 2021). Third, this research was conducted on employee participants in general and in a relatively small sample size. Future research can consider using more representative samples in specific organizations, such as government, military, and start-up. Fourth, this study used a self-report measurement tool which still allows for common method bias. Even though the results of Harman's single factor test show that the data in this study are free from common method bias, Baumgartner et al. (2021) suggest that other anticipations be made to reduce the potential for common method bias. Future research with self-report measurement tools is expected to collect data with time lags between predictor and outcome variables. Lastly, this study only looks at employee voice behavior in general. Whereas employee voice behavior can consist of promotive and prohibitive voices (Morrison, 2014), which may have different mechanisms in the disclosure process. Future research is recommended to distinguish these types of employee voices to obtain a more in-depth explanation.

Implications for Behavioral Science

This study answers several questions that will enrich behavioral science theoretically and practically. First, this study extends the generalization of the research model of Yue et al. (2022) regarding the role of positive emotional culture in explaining the mechanism of the relationship between leader's motivating language and employee voice behavior. This study strengthens the assumption that the power distance orientation factor has a role in influencing research results because this study's findings align with the results of Yue et al. (2022) in India. Therefore, this study further convinces that in countries with high power distance, it is not enough just to use leader's motivating language to increase employee voice behavior. Still, organizations also need to build a positive emotional culture and procedural justice climate that employees can feel.

Second, this study succeeded in providing additional empirical evidence on the important role of positive emotional culture for organizations, which previously was often overlooked (Morrison, 2014). It shows how important it is for leaders to cultivate rituals, practices, and policies that make cultures of joy, companionate love, gratitude, and pride a desirable outcome. Third, this study also successfully confirmed the important role of procedural justice climate in encouraging employees to express their ideas. This empirical evidence strengthens the theoretical review from Schneider et al. (2013) on the importance of integrating certain cultural and climate variables in the organization. The implication for organizations is that they should not only focus on creating formal rules or procedures, but also need to ensure that the

implementation of these formal rules or procedures is carried out objectively so that employees feel the same justice climate from organizational authorities.

Conclusion

Based on the findings, positive emotional culture significantly fully mediates the relationship between leader's motivating language and employee voice behavior in organizations in Indonesia. Therefore, even if they get leader's motivating language, employees will not perform employee voice behavior without sensing a positive emotional culture in the organization they work for. Furthermore, the results of a moderated-mediated analysis were obtained, which succeeded in expanding our understanding in the context of organizations that have a procedural justice climate. The findings of this study confirm that procedural justice climate is a significant moderator in the relationship between leader's motivating language and employee voice behavior mediated by positive emotional culture. Thus, the leader's motivating language obtained by employees while in a positive emotional culture will further increase the potential for employees to perform employee voice behavior, when the organization is considered to have a good procedural justice climate.

Declarations

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