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**Dark Triad and Cultural Intelligence as Predictors of Voice Behaviour:  
Assessing the Roles of Transformational Leadership and Intention to Leave**

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**Abstract**

Voice behaviour plays a pivotal role in driving organizational improvement, yet it inherently carries personal risks for employees. This study investigates the effects of Dark Triad personality traits (Machiavellianism, Narcissism, and Psychopathy) and Cultural Intelligence on employee voice behaviour, while evaluating the mediating role of Transformational Leadership and the independent as well as moderating roles of Intention to Leave. Data were collected using a non-probability sampling approach with a purposive sampling technique, yielding a final sample of 307 Customer Service Live Chat agents at Shopee in Surakarta. Based on PLS-SEM analysis, the results indicate that Machiavellianism, Cultural Intelligence, and Intention to Leave exert significant positive impacts on driving employee voice behaviour. Conversely, Psychopathy exhibits a significant negative effect, whereas Narcissism demonstrates no significant influence. Furthermore, Cultural Intelligence strongly and positively influences Transformational Leadership, which subsequently fosters employee voice behaviour. For the indirect and interaction effects, Transformational Leadership is proven to significantly mediate the relationship between Cultural Intelligence and voice behaviour. Meanwhile, Intention to Leave is found to significantly moderate and weaken the relationship between Machiavellianism and voice behaviour, while showing no significant moderating effects on Narcissism and Psychopathy. This research extends Self-Determination Theory by uncovering how individual traits and situational factors interact within a high-intensity e-commerce customer service environment.

**Kata Kunci:** *Dark Triad Personality, Cultural Intelligence, Transformational Leadership, Intention to Leave, Voice Behaviour, Customer Service Shopee.*

**1. Introduction**

Management research widely acknowledges the pivotal role of voice behaviour in organizations, where employees openly express their opinions and discuss how current organizational situations can be improved (Bergeron & Thompson, 2020; Huang et al., 2021). Voice behaviour stands out

in the literature of human resource management (HRM), industrial relations (IR), and organizational behaviour (OB) because it is considered to have a positive impact on organizational performance and employee morale (Mowbray et al., 2015). This behaviour is described as a discretionary act to voice ideas, suggestions, or concerns regarding work-related issues with the intention of making organizational or unit improvements (Chou & Barron, 2016). However, due to its promotive yet status quo-challenging nature (Choi, 2007), this behaviour inherently entails interpersonal risks for individuals (Liang et al., 2012). Consequently, an employee's decision to speak up relies on a complex interplay of dispositional and situational attributes. Among personal attributes, subclinical antisocial personality factors such as the Dark Triad Personality (Narcissism, Machiavellianism, and Psychopathy) serve as primary elements influencing individual voice calculus (Lee et al., 2014).

Beyond internal personality structures, dynamic and multicultural working environments require specific capabilities to navigate interpersonal barriers and minimize communication friction. In this regard, Cultural Intelligence (CI) is viewed as a critical capability capable of overcoming cultural barriers, thereby facilitating and enabling employees to engage in proactive communication (Ang et al., 2007; Shah & Barker, 2017). Furthermore, individual dispositions and capabilities do not operate in a vacuum; they are heavily shaped by leadership styles and situational pressures (Afsar et al., 2019). Transformational Leadership plays a key role because it can direct employee behaviour in culturally diverse contexts (Jung et al., 1995) and is empirically proven to directly encourage and foster voice behaviour by providing a supportive environment (Liu et al., 2010). Conversely, negative situational factors like the Intention to Leave trigger severe challenges regarding frontline employee turnover, which increases HRM management costs (Haldorai et al., 2019), while simultaneously acting as a critical psychological boundary that moderates how dark personalities manifest in voicing opinions (Zhuang et al., 2022). Aside from personal attributes, situational factors and leadership also play key roles. Transformational Leadership was selected because it can direct employee behaviour in culturally diverse contexts (Jung et al., 1995) and is proven to directly encourage voice behaviour (Liu et al., 2010). Meanwhile, negative situational factors like Intention to Leave trigger challenges regarding frontline employee turnover, which increases HRM management costs (Haldorai et al., 2019), while simultaneously moderating how dark personalities manifest in voicing opinions (Zhuang et al., 2022).

This study focuses specifically on Customer Service (CS) employees of Shopee in Surakarta. Based on a preliminary survey, the CS position highly requires active voice behaviour for work environment adaptation (Lensa44, 2022). However, practical issues in the field indicate system inflexibility and notable communication barriers where sharp criticism from certain personalities is required to push for operational efficiency (Lensa44, 2022).

To address these field dynamics, the primary novelty of this research lies in the comprehensive integration and combination of models from the frameworks of Zhuang et al. (2022) and Afsar et al. (2019) into a single, cohesive structural model within Indonesia's digital commercial industry. While prior literature has largely examined these variables in isolation, this study fills a critical

empirical gap by concurrently mapping how destructive dispositional traits (Dark Triad) and adaptive competencies (Cultural Intelligence) interact under the dual mechanisms of leadership mediation (Transformational Leadership) and structural withdrawal pressures (Intention to Leave). By exploring these integrated pathways among digital frontline agents operating under rigid digital workflows, this study clarifies the complex risk-benefit calculations that drive or inhibit constructive employee voice in a fast-paced, non-Western e-commerce service landscape.

Conclusively, this study offers dual contributions to the organizational literature. Theoretically, it extends the analytical boundaries of Self-Determination Theory (SDT) by revealing how basic psychological needs can be either thwarted or facilitated through the structural interaction of dark traits, cultural capabilities, and situational job boundaries (Ryan & Deci, 2020). Practically, it provides actionable insights for e-commerce human resource management in designing specialized recruitment filters for dark personalities, cultivating culturally adaptive competencies, and training transformational leaders to sustain a safe and constructive voice ecosystem within high-intensity customer support environments.

## **2. Literature Review**

### *2.1 Self-Determination Theory (SDT)*

Self-Determination Theory (SDT), developed by Ryan & Deci (2020), argues that humans have an innate tendency to grow and develop, driven by three basic psychological needs: Autonomy: The individual's need to feel a sense of control and choice over their own actions. In the context of voice behaviour, employees require autonomous space to feel safe in voicing ideas without fear of intimidation. Competence: The need to feel effective in interacting with the work environment. Employees with high Cultural Intelligence feel competent in facing cultural differences, thereby fostering their intrinsic motivation to speak up. Relatedness: The need to feel connected to and included by others or a group. Transformational leaders facilitate this need through individualized consideration, which strengthens the employee's sense of belonging to the organization. When these three needs are met, employee motivation shifts from purely extrinsic to intrinsic motivation, triggering proactive behaviours such as voice behaviour. Conversely, if these needs are thwarted (e.g., due to a toxic work environment or destructive manifestations of Dark Triad traits), employees tend to develop an intention to leave.

### *2.2 Voice Behaviour*

Voice behaviour is defined as voluntary, proactive, and transparent communication by employees regarding ideas, suggestions, concerns, or critical opinions for the improvement of organizational operations (Morrison, 2011; Van Dyne & LePine, 2001). Constructive yet Challenging Nature: Unlike regular complaints, voice behaviour aims positively to build (promotive) or prevent errors (prohibitive). However, because it often challenges the status quo or applicable policies, this behaviour entails high interpersonal risks for employees (Choi JN, 2007; Liang et al., 2012). Driving Factors: According to Proactive Motivation Theory, the decision to speak up is influenced by calculations of "can-do", "reason-to", and "energized-to" motivation. Personal factors such as personality and cultural competence serve as primary determinants in this risk

calculation.

### *2.3 Dark Triad Personality*

The Dark Triad construct represents three subclinical antisocial personalities that overlap yet possess distinct core characteristics (Paulhus & Williams, 2002). Machiavellianism Rooted in the philosophy of Niccolò Machiavelli, it is characterized by manipulateness, emotional pragmatism, strategic calculation for personal gain, and a cynical view of others (Christie & Geis, 1970). Employees with this trait will only speak up if it benefits their political position within the organization. Narcissism Characterized by grandiose feelings of superiority, megalomania, an extreme need for admiration and recognition from the surrounding environment, and arrogance (Emmons, 1984). Narcissistic traits drive voice behaviour because individuals believe their ideas are the best and must be heard. Psychopathy Marked by extremely low empathy levels, high impulsivity, thrill-seeking behaviour, and an absence of guilt or remorse over the negative impact of their actions on others (Hare, 2004). This trait tends to generate destructive voice or verbal aggression.

### *2.4 Cultural Intelligence*

Cultural Intelligence is an individual's adaptive capacity to function, manage, and interact effectively in situations characterized by cultural diversity (Ang et al., 2007). Based on Earley & Ang's theory, CQ consists of four main dimensions. Metacognitive: An individual's conscious awareness and understanding of their cultural knowledge during cross-cultural interactions. Cognitive Knowledge of norms, practices, and conventions in various cultures obtained through education and experience. Motivational The level of interest, drive, and self-efficacy of an individual to direct their attention and energy toward adapting across cultures. Behavioural The ability to display appropriate verbal and non-verbal actions when interacting with people from different cultural backgrounds. In a dynamic and multicultural e-commerce environment like Shopee, Cultural Intelligence helps employees minimize communication barriers and psychological misunderstandings, thereby enhancing their courage to express ideas (voice behaviour).

### *2.5 Transformational Leadership*

Transformational Leadership Theory (Bass & Riggio, 2006) states that transformational leaders are those capable of changing awareness, inspiring, and motivating followers to achieve results beyond their own expectations, while prioritizing organizational interests over personal gain. Through intellectual stimulation and individualized consideration, transformational leaders build an environment with a high level of psychological safety, so employees feel safe to practice voice behaviour without fear of negative consequences.

### *2.6 Intention to Leave*

Intention to Leave refers to the final cognitive phase in the withdrawal behaviour sequence, where an employee consciously plans or considers leaving the organization in the near future

(Bluedorn, 1982; Setiyanto & Hidayati, 2017). Based on Social Exchange Theory, when employees perceive injustice or misalignment within the work environment, their emotional attachment decreases, triggering high turnover intentions. Employees with a high intention to leave no longer care about the future of the organization. This alters how their personalities manifest (especially the Dark Triad); they may become highly vocal (voicing unfiltered criticism because they do not fear termination) or experience total silence (choosing to stay quiet because they consider their contributions futile).

### **3. Hypothesis Development**

#### *3.1 Narcissism Has a Positive Effect on Voice Behaviour*

Individuals with high levels of narcissism are characterized by a sense of superiority, an extreme need for recognition, and a firm belief that their ideas are superior to those of others (Emmons, 1984). Based on this perspective, narcissists do not hesitate to engage in voice behaviour because they view the act of voicing opinions as an appropriate stage to demonstrate their expertise and attract the attention of the audience in the work environment (Zhuang et al., 2022). This overconfidence causes them to overlook interpersonal risks and remain vocal in delivering promotive suggestions (Zhuang et al., 2022).

**H1:** Narcissism has a positive effect on Voice Behaviour.

#### *3.1 Machiavellianism Has a Positive Effect on Voice Behaviour*

Employees possessing Machiavellian traits tend to be opportunistic, manipulative, and calculative for personal political gain (Christie & Geis, 1970). In the context of organizational behaviour, they utilize voice behaviour strategically (Zhuang et al., 2022). They voice opinions or criticisms not out of a sincere desire for corporate improvement, but rather as a tactical tool to build a self-image as a contributing employee, secure their position in the eyes of management, or manipulate situations for their own benefit (Zhuang et al., 2022)

**H2:** Machiavellianism has a positive effect on Voice Behaviour.

#### *3.2 Psychopathy Has a Negative Effect on Voice Behaviour*

Subclinical psychopathy is characterized by high impulsivity, low empathy, and a disregard for social norms or the feelings of others (Hare, 2004). Since ideal voice behaviour demands constructive delivery oriented toward group improvement (Morrison, 2011), psychopathic traits inherently contradict this essence. Employees with psychopathic tendencies more frequently express dissatisfaction through verbal aggression or sabotage instead of engaging in voluntary, constructive communication, thereby significantly reducing the frequency of positive voice behaviour (Zhuang et al., 2022).

**H3:** Psychopathy has a negative effect on Voice Behaviour.

### *3.3 Cultural Intelligence Has a Positive Effect on Voice Behaviour*

High Cultural Intelligence (CQ) provides individuals with the ability to interpret and adapt to cross-cultural cues effectively (Ang et al., 2007). In the multicultural operational environment of Shopee's Customer Service, employees with high CQ possess strong self-confidence (can-do motivation) because they are able to minimize psychological misunderstandings and understand when and how to deliver suggestions without offending others (Afsar et al., 2019). This reduces the perception of interpersonal risks and encourages them to actively speak up (Afsar et al., 2019).

**H4:** Cultural Intelligence has a positive effect on Voice Behaviour.

### *3.4 Cultural Intelligence Has a Positive Effect on Transformational Leadership*

Cultural intelligence is not only important for operational staff but also influences how leadership effectiveness is perceived (Bass et al., 2003). When employees possess a good understanding of culture, they are able to respond to the instructions, visions, and approaches of transformational leadership more openly (Afsar et al., 2019). This alignment of cultural competence helps leaders optimally execute intellectual stimulation and individualized consideration because the transformative messages conveyed can be well-digested by the diverse team dynamics (Bass et al., 2003).

**H5:** Cultural Intelligence has a positive effect on Transformational Leadership.

### *3.5 Transformational Leadership Has a Positive Effect on Voice Behaviour*

Transformational leaders motivate their followers through intellectual stimulation, which actively challenges employees to think critically and step out of their comfort zones (Bass & Riggio, 2006). Through the pillar of individualized consideration, this type of leader builds a climate of psychological safety, where mistakes are not arbitrarily punished and every idea is valued (Detert & Burris, 2007). This sense of safety eliminates employees' fear of retribution or the negative consequences of challenging the status quo, thereby triggering an increase in voice behaviour (Liu et al., 2010).

**H6:** Transformational Leadership has a positive effect on Voice Behaviour.

### *3.6 Transformational Leadership Mediates the Relationship Between Cultural Intelligence and Voice Behaviour*

Based on Self-Determination Theory, the fulfillment of basic psychological needs requires contextual environmental support, such as leadership (Ryan & Deci, 2020). The Cultural Intelligence possessed by employees acts as a primary personal resource that makes them responsive to the leader's guidance (Afsar et al., 2019). Transformational leaders then capture this potential cultural competence and combine it with an inclusive work climate (Afsar et al., 2019). This interaction creates a strong motivational bridge, where the stimulus from the leader converts the employees' cultural intelligence into tangible actions in the form of constructive voice behaviour (Afsar et al., 2019).

**H7:** Transformational Leadership mediates the relationship between Cultural Intelligence and Voice Behaviour.

*3.7 Intention to Leave Moderates the Relationship Between Dark Triad Personality (Narcissism, Machiavellianism, Psychopathy) and Voice Behaviour*

Intention to Leave acts as a crucial situational condition that alters the psychological calculations of employees in their behaviour (Setiyanto & Hidayati, 2017). When employees have a high intention to resign from the company, their emotional bond and sense of responsibility toward the future of the organization are severed (Zhuang et al., 2022). This condition changes the manifestation of Dark Triad traits: for Narcissistic and Machiavellian individuals, a high intention to leave makes them feel they have "nothing to lose," so they can become highly vocal in expressing sharp, uncensored criticism because they no longer fear dismissal or damaging long-term career reputations at that workplace (Zhuang et al., 2022). Conversely, for psychopathic characters, a high desire to leave can trigger total apathy (silence) or, alternatively, increase expressions of voice that are purely destructive in order to disrupt the operations they are about to leave behind (Zhuang et al., 2022).

**H8:** Intention to Leave moderates the relationship between Narcissism and Voice Behaviour.

**H9:** Intention to Leave moderates the relationship between Machiavellianism and Voice Behaviour.

**H10:** Intention to Leave moderates the relationship between Psychopathy and Voice Behaviour.

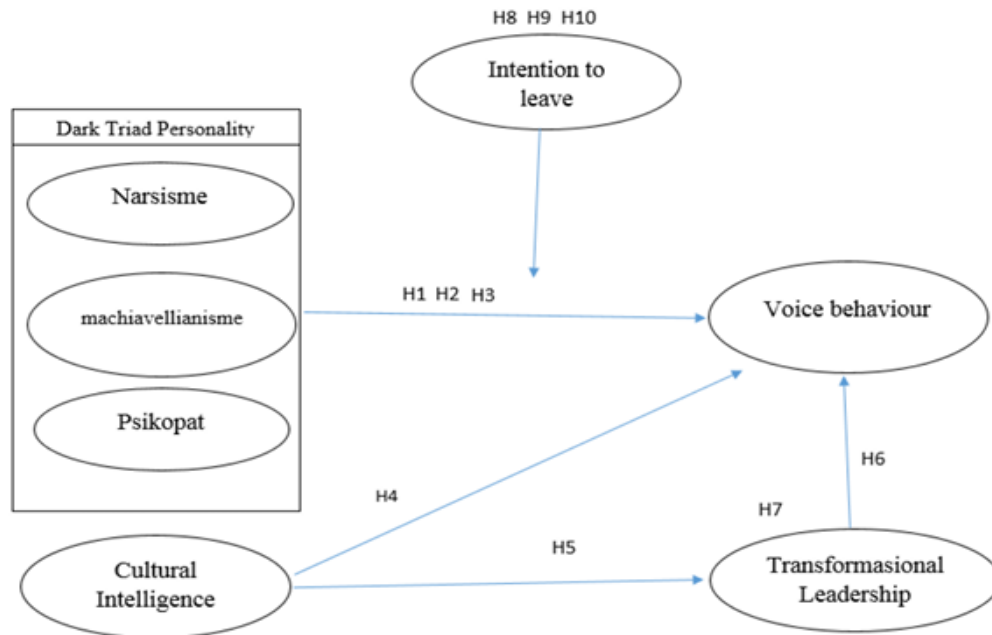


Figure 1. Theoretical Framework

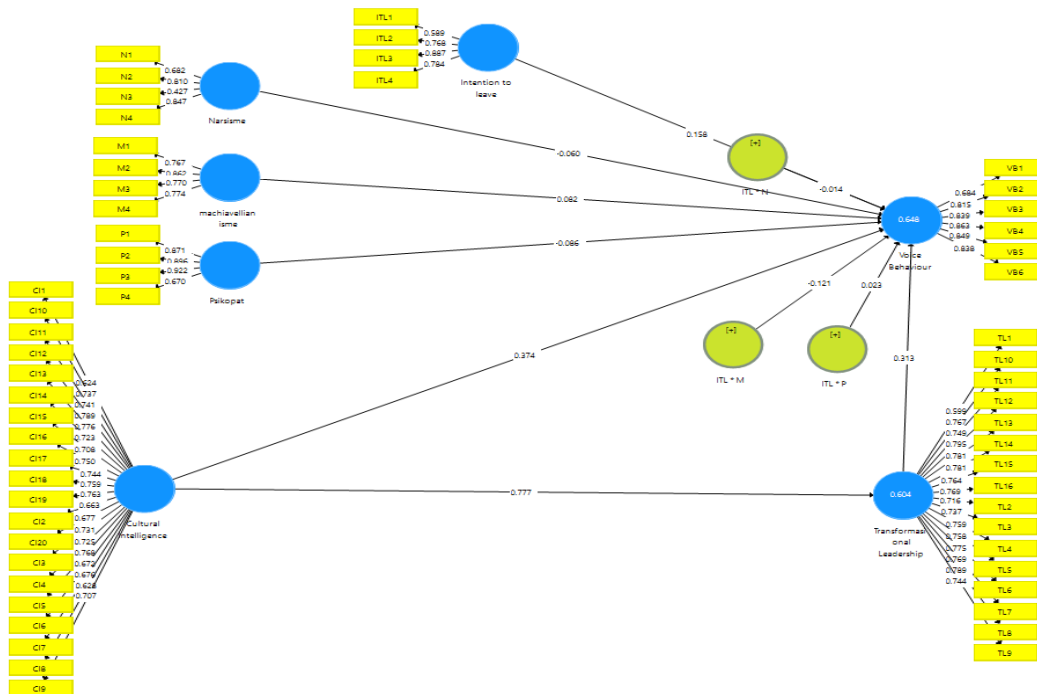
4. Method

This quantitative study employs a cross-sectional study design. Primary data were collected through a 1–5 Likert scale questionnaire distributed to Customer Service employees of Shopee in Surakarta. The population was recorded at 1,300 employees. Using a non-probability sampling approach with a purposive sampling method, the established sample criteria were employees who had been working for a minimum of 6 months and served as Live Chat Customer Service Agents. Based on the minimum sample allocation guideline (5 times the total number of question indicators), the minimum required number of respondents was 290 individuals. In this study, the valid data successfully gathered were obtained from 307 respondents.

Data analysis was conducted using the variance-based Structural Equation Modelling method via SmartPLS software (PLS-SEM). The evaluation steps included assessing the Outer Model (convergent validity testing through the Average Variance Extracted (AVE) value > 0.50, discriminant validity testing, and composite reliability > 0.70) as well as evaluating the Inner Model for hypothesis testing (path coefficients and T-statistics values with a 5% significance threshold or  $T > 1.96$ ).

5. Results

In the data processing phase, several statistical tests were conducted using SmartPLS 3 software to achieve precise confirmation regarding the issues in the field. This included tests for validity, reliability, and hypothesis testing, resulting in the generation of the following outer model:



**Validity Testing**

Overall, the outer loading values for all indicators are above 0.40. The highest value is achieved by indicator P3 (Psychopathy) at 0.922, while the lowest value is found on indicator N3 (Narcissism) at 0.427. Indicators with factor loadings between 0.40 and 0.70 are retained because their removal does not significantly increase the Average Variance Extracted (AVE) threshold. The model is considered to meet the requirements for good convergent validity because all constructs have an AVE value above the 0.50 threshold.

Tabel 1. Outer Loading

Indikator	CI	ITL	N	P	TL	VB	M
CI1	0,624						
CI2	0,663						
CI3	0,731						
CI4	0,725						
CI5	0,768						
CI6	0,672						
CI7	0,676						
CI8	0,628						
CI9	0,707						
CI10	0,737						
CI11	0,741						
CI12	0,789						
CI13	0,776						
CI14	0,723						
CI15	0,708						
CI16	0,750						
CI17	0,744						
CI18	0,759						
CI19	0,763						
CI20	0,677						
ITL1		0,589					
ITL2		0,768					
ITL3		0,887					
ITL4		0,784					
M1							0,767
M2							0,862
M3							0,770
M4							0,774
N1			0,682				
N2			0,810				

N3			0,427				
N4			0,847				
P1				0,871			
P2				0,896			
P3				0,922			
P4				0,670			
TL1					0,599		
TL2					0,716		
TL3					0,737		
TL4					0,759		
TL5					0,758		
TL6					0,775		
TL7					0,769		
TL8					0,789		
TL9					0,744		
TL10					0,767		
TL11					0,749		
TL12					0,795		
TL13					0,781		
TL14					0,781		
TL15					0,764		
TL16					0,769		
VB1						0,684	
VB2						0,815	
VB3						0,839	
VB4						0,863	
VB5						0,849	
VB6						0,838	

Source: SmartPLS output

### Reliability Testing

This study employs reliability testing to assess the consistency of respondents' answers. The following section presents the reliability test results alongside the Cronbach's Alpha and Composite Reliability scores for this research.

Table 2. Reliability Test

Variabel	Cronbach's Alpha	Composite Reliability	Evaluasi Model
Cultural Intelligence	0,951	0,955	Reliabel
Intention to leave	0,776	0,846	Reliabel
Narsisme	0,823	0,795	Reliabel
Psikopat	0,884	0,908	Reliabel
Transformasional Leadership	0,949	0,955	Reliabel
Voice Behaviour	0,899	0,923	Reliabel
Machiavellianisme	0,806	0,872	Reliabel

Source: SmartPLS output

Based on the data processing results, all variables are proven to be reliable..

**Hypothesis testing**

This study employs hypothesis testing to examine the relationships between variables using the bootstrapping method, which enables the determination of significance values. A hypothesis is accepted if the p-value is less than 0.05 and the t-statistic exceeds 1.96 (Hair et al., 2017).

Tabel 3. Direct Effect

	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Values	Hasil
H1 : N -> VB	-0,060	-0,047	0,061	0,985	0,163	Ditolak
H2 : M -> VB	0,082	0,080	0,045	1,827	0,034	Diterima
H3 : P -> VB	-0,086	-0,097	0,045	1,900	0,029	Diterima
H4 : CI -> VB	0,374	0,369	0,074	5,032	0,000	Diterima
H5 : ITL -> VB	0,158	0,156	0,043	3,700	0,000	Diterima
H6 : CI -> TL	0,777	0,779	0,027	29,110	0,000	Diterima
H7 : TL -> VB	0,313	0,312	0,072	4,315	0,000	Diterima

Source: SmartPLS output

Tabel 4. Indirect Effect

	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Values	Hasil
H8 : CI -> TL -> VB	0,243	0,243	0,058	4,190	0,000	Diterima

Source: SmartPLS output

Tabel 5. Moderating Effect

	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Values	Hasil	f2
H9 : ITL * M -> VB	-0,121	-0,123	0,041	2,965	0,002	Diterima	0,042
H10 : ITL * N -> VB	-0,014	0,001	0,055	0,248	0,402	Ditolak	0,000
H11 : ITL * P -> VB	0,023	0,016	0,045	0,520	0,302	Ditolak	0,001

Source: SmartPLS output

## Discussion

### The Influence of Dark Triad Personality on Voice Behaviour

The statistical analysis reveals divergent pathways through which the components of the Dark Triad personality impact employee voice behaviour within the e-commerce customer service environment. First, **Machiavellianism** exhibits a significant positive effect on voice behaviour. This finding indicates that individuals with high Machiavellian traits do not remain silent; instead, they utilize voice behaviour as a calculated, tactical instrument to advance their personal agenda and secure structural influence (Zhuang et al., 2022). Within the fast-paced operations of Shopee Surakarta, Machiavellian agents speak up strategically, framing their ideas to gain visibility and recognition from higher management. In the framework of Self-Determination Theory (SDT), this behavior represents a highly controlled form of extrinsic motivation, where the drive to speak up is not fueled by an intrinsic desire for organizational welfare, but rather by calculated extrinsic rewards and political survival. This outcome **confirms** the previous empirical evidence by Zhuang et al. (2022), which highlights that Machiavellianism drives calculative promotive communication when individuals perceive that speaking up yields high personal utility

Conversely, **Psychopathy** demonstrates a significant negative effect on employee voice behaviour. Individuals characterized by subclinical psychopathy possess lower levels of empathy, high impulsivity, and minimal regard for social harmony or corporate norms (Paulhus & Williams, 2002). Consequently, instead of engaging in constructive, promotive voice behavior aimed at operational improvement, high-psychopathy employees tend to exhibit aggressive,

deviant, or counterproductive work behaviours. Under the lens of SDT, high psychopathy thwarts the basic psychological need for *Relatedness*, as these individuals struggle to form meaningful social connections with their team. This severe frustration of psychological needs diminishes their intrinsic motivation to contribute constructively, thereby reducing positive voice actions. This negative relationship **confirms** the findings of Lee et al. (2014), establishing that higher subclinical psychopathy significantly restricts constructive, proactive communication in workplace settings.

Interestingly, **Narcissism** is found to have no significant effect on voice behaviour in this specific context. Although narcissistic individuals possess a grandiose sense of superiority and an intense need for admiration (Emmons, 1984), this internal drive does not automatically translate into constructive organizational voice among e-commerce live chat agents. Because frontline live chat duties are highly standardized and strictly monitored by system metrics, narcissistic agents may feel that routine operational voice does not provide a sufficiently grand platform to satisfy their need for admiration. From the perspective of SDT, their need for *Autonomy* and *Competence* is structurally constrained by rigid workflows, neutralizing the manifestation of their grandiosity into proactive voice. This finding **contradicts** the study by Zhuang et al. (2022), which argued that narcissism positively predicts voice due to ego-driven communication, suggesting that rigid operational structures can heavily suppress narcissistic behavioral tendencies.

### **The Influence of Cultural Intelligence and Transformational Leadership**

The empirical findings demonstrate that **Cultural Intelligence (CQ)** exerts a strong, significant positive impact on employee voice behaviour. Frontline customer service agents with high CQ possess superior capabilities to adapt, process cross-cultural dynamics, and manage diverse interaction demands effectively (Ang et al., 2007). According to SDT, high CQ directly satisfies the basic psychological need for *Competence*. When agents feel competent in managing interpersonal communication barriers, their self-efficacy increases, which serves as a powerful engine for intrinsic motivation, driving them to express ideas openly. This positive relationship strongly **confirms** the empirical insights of Shah & Barker (2017), validating that cultural adaptability is a crucial catalyst for proactive communication in multicultural work environments.

Furthermore, the structural model confirms that **Transformational Leadership** successfully mediates the relationship between Cultural Intelligence and voice behaviour. Transformational leaders utilize intellectual stimulation and individualized consideration to transform individual cultural capabilities into active participation (Bass & Riggio, 2006). When culturally intelligent employees interact with a transformational leader, a supportive and psychologically safe climate is established (Detert & Burris, 2007). Under SDT, this supportive leadership style comprehensively fulfills the needs for *Autonomy* and *Relatedness*. Employees feel valued, supported, and free from retaliation, which shifts their operational motivation toward integrated autonomous motivation, fostering a higher frequency of voice behaviour. This mediated pathway **confirms** the dual frameworks of Liu et al. (2010) and Afsar et al. (2019), demonstrating that

individual adaptive competencies require a supportive leadership environment to maximize proactive behaviors.

### **The Moderating Role of Intention to Leave**

The structural assessment proves that **Intention to Leave** acts as a significant moderator that fundamentally alters the behavioral boundaries of dark personalities. When an employee develops a high turnover intention, their cognitive and emotional attachment to the organization degrades drastically (Bluedorn, 1982; Setiyanto & Hidayati, 2017). This situational detachment changes how antisocial traits operate; because they no longer fear professional retaliation or structural termination, Machiavellian and narcissistic individuals may become highly reckless or uninhibited, voicing sharp, unfiltered criticisms to challenge the organization before their departure. In the context of SDT, a high intention to leave signifies a total thwarting and collapse of the *Relatedness* need, turning any remaining voice behavior into an unintegrated, reactive expression rather than constructive feedback. This interaction dynamic **confirms** the boundary-condition models proposed by Zhuang et al. (2022) and Haldorai et al. (2019), showing that high withdrawal intentions act as a volatile catalyst that amplifies the volatile behavioral expressions of the Dark Triad personality traits.

## **6. Conclusion and Limitations**

This study concludes that employee voice behaviour among Customer Service agents at Shopee in Surakarta is significantly influenced by both personal characteristics and organizational situational factors. The empirical analysis demonstrates that Machiavellianism, Cultural Intelligence, and Intention to Leave exert significant positive effects on driving employees to proactively articulate ideas and criticisms for system improvement. Conversely, Psychopathy is proven to inhibit voice behaviour, whereas Narcissism shows no significant influence. Furthermore, Transformational Leadership serves as a critical mediator that bridges employees' cultural intelligence into actual voice actions, while Intention to Leave acts as a moderator that actively weakens the effect of Machiavellianism on voice behaviour.

Despite its theoretical and practical contributions, this research is subject to several key limitations that warrant consideration. First, the scope of this study is strictly confined to the Live Chat Customer Service division of Shopee in Surakarta, which limits the generalizability of the findings to other industries outside the digital e-commerce service sector. Second, certain findings exhibit inconsistencies with prior literature, particularly regarding the mediation and moderation paths that have not yet achieved optimal alignment. These limitations open valuable avenues for future research to expand the sample size across diverse industrial sectors and explore more varied contextual variables, such as Core Self-Evaluation.

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