

Decision Making Quality Based on Voice Behavior and Leadership Emotional Intelligence at the Palembang City Tourism Office

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ABSTRACT

This study investigates the effect of employees' voice behavior and leaders' emotional intelligence on the quality of decision making at the Palembang City Tourism Office. A quantitative research design was adopted through a survey approach. The study involved 77 non-managerial employees as the research population. Since the population was relatively limited, a saturated sampling method was employed, whereby the entire population was selected as the sample. Data were obtained through questionnaires utilizing a Likert scale. Prior to analysis, the research instruments were evaluated through validity and reliability tests. The collected data were subsequently examined using multiple linear regression analysis, the coefficient of determination (R^2), the t-test, and the F test. The findings demonstrate that employees' voice behavior exerts a positive and statistically significant influence on decision making quality, as evidenced by a t-value of 3.708 and a significance level of 0.000, which is below the 0.05 threshold. The results further reveal that leaders' emotional intelligence significantly and positively contributes to decision making quality, as demonstrated by a t value of 6.207 and a significance level of 0.000, which is lower than 0.05. When examined jointly, employees' voice behavior and leaders' emotional intelligence significantly influence the quality of decision-making. This finding is supported by the F test, which produces a significance value of 0.000. Furthermore, the coefficient of determination (R^2) of 0.680 indicates that employees' voice behavior and leaders' emotional intelligence collectively account for 68.0% of the variation in decision-making quality. The remaining 32.0% may be attributed to other factors that were not included or investigated in this study.

A. INTRODUCTION

In the context of decentralization and the growing emphasis on good governance, regional government institutions are confronted with increasingly complex and rapidly changing public issues. Their responsibilities extend beyond performing administrative duties, as they are also expected to adapt effectively and responsibly to various social, economic, and cultural developments within the community. The effectiveness of regional government administration is largely influenced by its capacity to manage human resources effectively, improve organizational processes, and formulate policies and work programs that are aligned with the needs and expectations of society. Within this framework, the quality of managerial practices and internal organizational mechanisms, particularly the effectiveness of decision-making processes, represents a crucial element in determining the overall performance and effectiveness of regional bureaucracy.

Voice behavior refers to an individual's willingness to express ideas, recommendations, and viewpoints constructively in order to contribute to the improvement of work quality and enhance organizational effectiveness (Adisa, Mordi & Oruh, 2023).



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Decision-making quality refers to the extent to which individuals or organizations are capable of formulating sound and rational decisions by utilizing sufficient information and ensuring that the decisions made are consistent with the objectives of the organization (Zairil et al., 2024).

Drawing on the relevant theoretical perspectives, previous empirical evidence, and the phenomena identified in the research setting, this study considers voice behavior and leaders' emotional intelligence as the independent variables, while decision-making quality serves as the dependent variable. The primary purpose of this research is to analyze whether voice behavior influences decision-making quality, to assess the effect of leaders' emotional intelligence on decision-making quality, and to examine the combined influence of both voice behavior and leaders' emotional intelligence on decision-making quality at the Palembang City Tourism Office.

B. THEORETICAL STUDY

Voice Behavior

Voice behavior represents a form of proactive employee involvement within an organization, demonstrated through the expression of ideas, recommendations, and constructive viewpoints intended to support organizational development and improvement (Lau, Ma & Gozgor, 2022). According to Wilkinson et al. (2021), voice behavior refers to the different approaches employees employ to communicate their ideas, perspectives, suggestions, concerns, and proposed solutions to the organization, particularly to facilitate improvements in work processes and contribute to more effective decision-making.

Indicators of voice behavior according to Xu et al. (2016) include:

1. Ideas and Criticism
2. Courage
3. Concern

Leader Emotional Intelligence

Leader emotional intelligence refers to a leader's capacity to identify and comprehend their own emotions, regulate emotional responses, recognize the feelings of others, and apply these abilities to establish and maintain productive working relationships (Higgs & Dulewicz, 2024). Frihatini (2024) further emphasizes that a leader with strong emotional intelligence can encourage and motivate employees to perform their duties effectively while also strengthening their commitment and sense of attachment to the organization.

Indicators of leader emotional intelligence according to Furba et al. (2020) include:

1. Self Awareness
2. Managing Information
3. Self-Motivation
4. Empathy
5. Social Skills

Decision Making Quality

Decision-making quality refers to a systematic approach that integrates data, artificial intelligence, decision science, and human expertise to support the formulation of more accurate and effective decisions (Pratt & Malcolm, 2023). Zairil et al. (2024) explain that high-quality decisions should be formulated by relying on valid and relevant information, while also taking into account potential risks and the long-term benefits that may arise from the decisions made.

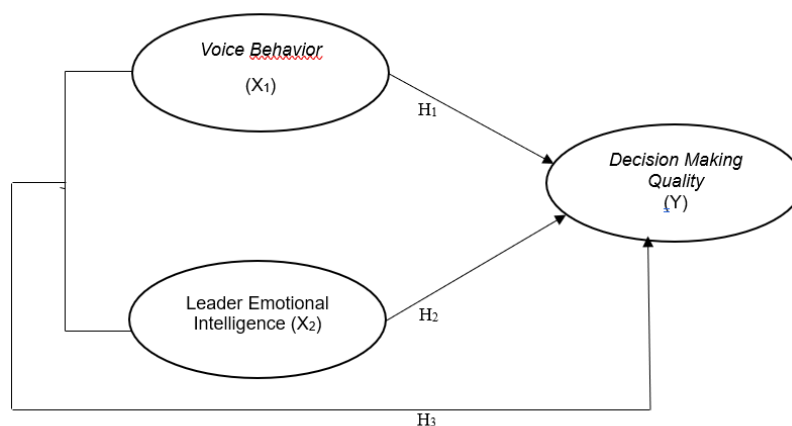
Indicators of decision making quality according to Spetzler, Winter & Mayer (2016) include:

1. Outcome Effectiveness

2. Accuracy
3. Rationality and Completeness
4. Conformity with Values and Ethics
5. Resilience
6. Accountability

Conceptual Framework

Sugiyono (2020) explains that a conceptual framework represents the logical relationship among the variables examined in a study, particularly the connection between independent and dependent variables. In this study, Voice Behavior (X₁) and Leader Emotional Intelligence (X₂) are positioned as the independent variables, whereas Decision-Making Quality (Y) functions as the dependent variable.



(Source: Researcher's processed data, 2026)

Hipotesis Penelitian

H₁: Voice behavior has a significant effect on decision making quality at the Palembang City Tourism Office.

H₂: Leader emotional intelligence has a significant effect on decision making quality at the Palembang City Tourism Office.

H₃: Voice behavior and leader emotional intelligence have a significant effect on decision making quality at the Palembang City Tourism Office

C. RESEARCH METHODS

The research object is located at the Palembang City Tourism Office, located at Jl. Gubernur H. A Bastari, 15 Ulu, Seberang Ulu I District, Palembang City, South Sumatra 30267.

This research uses a quantitative method, which is a research approach that uses numerical data and statistical analysis to test hypotheses and measure variables objectively (Sugiyono, 2020).

According to Sugiyono (2020), a sample is part of the population that represents the number and characteristics possessed by that population. In this study, the sampling technique used was saturated sampling, where all population members who meet the research criteria are used as samples (Sugiyono 2020).

The research population consisted of all non-leadership employees at the Palembang City Tourism Office, totaling 77 people. The sampling technique used saturated sampling, with 14 leadership officials excluded to avoid perception bias. The data sources used in this study include primary and secondary data. Primary data was obtained directly from respondents through questionnaire distribution, while secondary data was obtained through documentation. Data collection techniques in this research were conducted through observation, questionnaires, and documentation (Sugiyono 2020).

Validity testing is an instrument used to measure whether a questionnaire is valid or not (Ghozali:2021).



Reliability testing is a tool used to measure the consistency of a questionnaire as an indicator of variables, to determine whether the questionnaire used in research data collection can be considered reliable or not (Ghozali:2021)

Normality testing is conducted to test whether in a regression model, an independent variable and dependent variable or both have a normal distribution or not (Ghozali, 2021).

Heteroscedasticity testing aims to test whether in a regression model there is an inequality of variance of residuals from one observation to another (Ghozali, 2021).

Multicollinearity testing aims to test whether in the regression model there is a correlation between independent variables (Ghozali, 2021).

Multiple linear regression analysis is used to determine whether each independent variable has a positive or negative relationship with the dependent variable, as well as to predict the tendency of increase or decrease in the dependent variable value (Ghozali, 2021).

The coefficient of determination test essentially measures how far the model's ability is in explaining the variation of the dependent variable (Ghozali, 2021).

The t test is used to understand whether the independent variable (X) individually affects the related variable (Y) separately (Priyatno, 2023).

The F-test is conducted to see whether the independent variables have a significant effect on the dependent variable (Priyatno, 2023).

D. RESULTS AND DISCUSSION

Validity Test

Validity Test Results for Voice Behavior Variable (X1)

Item Statem	Sig. (2-tailed)	$\alpha < 0,05$	Description
X1.1	,000	,05	Valid
X1.2	,000	,05	Valid
X1.3	,000	,05	Valid
X1.4	,000	,05	Valid
X1.5	,000	,05	Valid
X1.6	,000	,05	Valid

Source: Researcher's processed data, 2026

The results presented in the table indicate that all six statement items measuring the Voice Behavior variable (X1) obtained a Sig. (2-tailed) value of 0.000. As this significance value is lower than the established threshold of 0.05, each statement item can be considered statistically valid and suitable for use in measuring the Voice Behavior variable.

Validity Test Results for Leader Emotional Intelligence Variable (X2)

Item Statement	Sig. (2-tailed)	$\alpha < 0,05$	Description
X1.1	,000	,05	Valid
X1.2	,002	,05	Valid
X1.3	,000	,05	Valid
X1.4	,000	,05	Valid
X1.5	,008	,05	Valid
X1.6	,000	,05	Valid
X1.7	,000	,05	Valid
X1.8	,000	,05	Valid
X1.9	,000	,05	Valid
X1.10	,000	,05	Valid

Source: Researcher's processed data, 2026

As presented in the table, the ten statement items used to measure the Leader Emotional Intelligence variable (X2) produce Sig. (2-tailed) values ranging from 0.000 to 0.008. Since each of these significance values is below the 0.05 criterion, all statement items for the Leader Emotional Intelligence variable can be regarded as valid and appropriate for further analysis.

Validity Test Results for Decision Making Quality Variable (Y)

Item Statement	Sig. (2-tailed)	$\alpha < 0,05$	Description
X1.1	,000	,05	Valid
X1.2	,000	,05	Valid
X1.3	,001	,05	Valid
X1.4	,000	,05	Valid
X1.5	,000	,05	Valid
X1.6	,000	,05	Valid
X1.7	,000	,05	Valid
X1.8	,000	,05	Valid
X1.9	,000	,05	Valid
X1.10	,000	,05	Valid

Source: Researcher's processed data, 2026

The table indicates that the ten statement items employed to assess the Decision-Making Quality variable (Y) have Sig. (2-tailed) values between 0.000 and 0.001. Because all significance values are below the 0.05 level, each statement item is considered valid. Therefore, all items used to measure Decision-Making Quality (Y) are suitable for subsequent statistical analysis.

Reability Test

Reliability Test Results

Variable	Cronbach Alpha	Reliabel Limit	Description
Voice Behavior (X1)	0,681	0,60	Reliabel
Leader Emotional Intelligence (X2)	0,688	0,60	Reliabel
Decision Making Quality (Y)	0,740	0,60	Reliabel

Source: Researcher's processed data, 2026

The reliability analysis presented in the table indicates that the Voice Behavior variable (X1) has a Cronbach's Alpha coefficient of 0.681, while the Leader Emotional Intelligence variable (X2) records a coefficient of 0.688. Meanwhile, the Decision-Making Quality variable (Y) obtains a Cronbach's Alpha value of 0.740. Since all three coefficients exceed the minimum acceptable value of 0.60, the measurement instruments for each variable can be considered reliable and consistent for use in the subsequent analysis.

Normality Test

Normality Test Results

N	Test Statistic	Asymp.Sig	Description
77	0,060	0,200	Normal

Source: Researcher's processed data, 2026

The table above indicates an Asymp. Sig. value of 0.200. Because this value exceeds the significance level of 0.05, the data can be considered normally distributed and therefore meets the normality assumption for further statistical analysis.

Multicollinearity Test

Multicollinearity Test Results

Variable	Tolerance	VIF	Description
Voice Behavior (X1)	0,533	1,875	Free from Multicollinearity
Leader Emotional Intelligence (X2)	0,533	1,875	Free from Multicollinearity

Source: Researcher's processed data, 2026



The multicollinearity test results presented in the table show that both independent variables, Voice Behavior (X1) and Leader Emotional Intelligence (X2), have a Tolerance value of 0.533 and a VIF value of 1.875. The Tolerance value exceeds 0.10, while the VIF value remains below the recommended limit of 10. Therefore, the regression model does not indicate the presence of multicollinearity among the independent variables.

Heteroscedasticity Test

Heteroscedasticity Test Results

Variable	Uji Sig.	α (0,05)	Description
Voice Behavior (X1)	0,119	0,05	Free from Heteroscedasticity
Leader Emotional Intelligence (X2)	0,188	0,05	Free from Heteroscedasticity

Source: Researcher's processed data, 2026

The heteroscedasticity test results indicate that Voice Behavior (X1) has a significance value of 0.119, while Leader Emotional Intelligence (X2) records a significance value of 0.188. Since both significance values exceed the 0.05 threshold, the regression model can be considered free from heteroscedasticity, indicating that the variance of the residuals is relatively constant across the observations.

Multiple Linear Regression Test

Multiple Linear Regression Test Results

Variable	B	Std. Error	Beta
(Constant)	12,073	3,419	
Voice Behavior (X1)	0,456	0,123	0,334
Leader Emotional Intelligence (X2)	0,667	0,108	0,559

Researcher's processed data, 2026

Based on the table above, the coefficient B (Beta) forms the following regression equation:

$$Y = 12,073 + 0,456 X_1 + 0,667 X_2$$

From the equation above, it can be used as a reference for interpretation as follows:

1. The constant coefficient (12.073) is positive, meaning that if the voice behavior variable (X1) and leader emotional intelligence (X2) are zero or not considered, the decision making quality (Y) value is already at 12.073.
2. The voice behavior coefficient (0.456) is positive, meaning that for every one unit increase in voice behavior, it will be accompanied by an increase in decision making quality of 0.456 units, assuming other independent variables remain constant.
3. The leader emotional intelligence coefficient (0.667) is positive, meaning that for every one unit increase in leader emotional intelligence, it will be accompanied by an increase in decision making quality of 0.667 units, assuming other independent variables remain constant.
4. The Beta value (standardized coefficients) shows that the leader emotional intelligence variable (Beta = 0.559) has a greater influence on decision making quality compared to the voice behavior variable (Beta = 0.334).

Coefficient of Determination Test (R^2)

Coefficient of Determination Test Results for Voice Behavior (X1) and Leader Emotional Intelligence (X2) on Decision Making Quality (Y)

Variable	R Square	Adjusted R Square	Std. Error of the Estimate
Voice Behavior (X1)	0,680	0,671	2,081
Leader Emotional Intelligence (X2)			

Source: Researcher's processed data, 2026

The coefficient of determination analysis shows an R Square value of 0.680. This result indicates that Voice Behavior (X1) and Leader Emotional Intelligence (X2), when considered jointly, account for 68.0% of the variation in Decision-Making Quality (Y). The remaining 32.0%, calculated as 100% minus 68.0%, may be attributed to other factors that are not included in the current research model, including organizational culture, work motivation, and job satisfaction.

Hypotesis testing

T Test (Partial)

t Test Result			
Variable	t	Sig.	Description
Voice Behavior (X1)	3,708	0,000	Significant Effect
Leader Emotional Intelligence (X2)	6,207	0,000	Significant Effect

Source: Researcher's processed data, 2026

ased on the table above, the interpretations are as follows:

1. The t value for the voice behavior variable (X1) is 3.708 with a significance value of 0.000. The analysis results show a sig. value of 0.000, which is smaller than 0.05, meaning that individually (partially) the voice behavior variable has a significant effect on decision making quality (Y). Thus, the hypothesis stating that voice behavior affects decision making quality is accepted.
2. The t-value for the leader emotional intelligence variable (X2) is 6.207 with a significance value of 0.000. The analysis results show a sig. value of 0.000, which is smaller than 0.05, meaning that individually (partially) the leader emotional intelligence variable has a significant effect on decision making quality (Y). Thus, the hypothesis stating that leader emotional intelligence affects decision making quality is accepted.

F test (Simultaneous)

F test Result			
Variable	Sig.	α (0,05)	Description
Voice Behavior (X1)	0,000	0,05	Significant
Leader Emotional Intelligence (X2)			

Source: Researcher's processed data, 2026

The F-test results demonstrate a significance value of 0.000, which is below the 0.05 significance level. Accordingly, the null hypothesis (H_0) is rejected, indicating that Voice Behavior (X1) and Leader Emotional Intelligence (X2) jointly have a statistically significant effect on Decision-Making Quality (Y). These findings suggest that improvements in both employee voice behavior and leaders' emotional intelligence are associated with higher-quality decision-making within the organization.

Discussion

The Influence of Voice Behavior on Decision Making Quality

The findings of this study demonstrate that Voice Behavior has a positive and significant influence on Decision-Making Quality, as reflected by a t-value of 3.708 and a significance level of 0.000. This result suggests that stronger employee participation in expressing ideas and opinions is associated with improved decision-making outcomes by leaders. Employees who actively offer suggestions, identify and question inefficient work procedures, and communicate factual information to their leaders can provide valuable input that supports better-quality decisions. This finding is consistent with Liu, Feng & Ding (2023), who emphasize that voice behavior is an important element in organizational decision-making because employee input can introduce additional perspectives and information. Therefore, hypothesis H1 is accepted.



The Influence of Leader Emotional Intelligence on Decision Making Quality

The analysis reveals that Leader Emotional Intelligence has a positive and statistically significant relationship with Decision-Making Quality, as demonstrated by a t-value of 6.207 and a significance level of 0.000. The Beta coefficient for Leader Emotional Intelligence is 0.559, which is higher than the coefficient for Voice Behavior (0.334), suggesting that emotional intelligence provides a relatively stronger contribution to decision-making quality. The dimensions of emotional intelligence, including self-awareness, information management, self-motivation, empathy, and social skills, collectively support leaders in making effective and well-considered decisions. The findings confirm the importance of these five dimensions in enhancing the quality of organizational decision-making. This result is consistent with Kankam & Charnor (2023), Khalisah (2023), Hidayat et al. (2024), and Budiono & Wening (2021), who identify emotional intelligence as an important factor contributing to leadership effectiveness and success. Therefore, hypothesis H2 is accepted.

The Influence of Voice Behavior and Leader Emotional Intelligence on Decision Making Quality

The findings demonstrate that Voice Behavior and Leader Emotional Intelligence jointly exert a statistically significant influence on Decision-Making Quality, as indicated by an F-value of 78.500 with a significance level of 0.000. The coefficient of determination (R^2) is 0.680, showing that the two independent variables collectively account for 68.0% of the variance in Decision-Making Quality. These variables reinforce one another in the decision-making process. Leader Emotional Intelligence enables leaders to listen to, understand, and respond appropriately to employee input, whereas Voice Behavior contributes diverse ideas, information, and perspectives that can support organizational decisions. Their interaction can foster a constructive organizational environment in which emotionally intelligent leaders establish psychological safety, encouraging employees to express their views openly. Increased employee participation subsequently provides leaders with broader and more relevant input, thereby supporting better-quality decisions. Based on these findings, hypothesis H3 is accepted.

E. CONCLUSION AND SUGGESTIONS

Conclusion

Based on the findings obtained from the analysis and discussion concerning the effects of Voice Behavior and Leader Emotional Intelligence on Decision-Making Quality at the Palembang City Tourism Office, the following conclusions can be drawn:

1. Voice behavior has a significant effect on decision making quality at the Palembang City Tourism Office.
2. Leader emotional intelligence has a significant effect on decision making quality at the Palembang City Tourism Office.
3. Simultaneously, voice behavior and leader emotional intelligence have a significant effect on decision making quality within the Palembang City Tourism Office environment..

Suggestions

In light of the research findings, several recommendations are proposed as constructive considerations for the relevant parties, particularly those involved in the management and development of the Palembang City Tourism Office, as follows:

1. For Leaders and the Institution: Leaders should continue to hone emotional intelligence through leadership training and create a psychologically safe work environment so that employees feel comfortable expressing their opinions.
2. For Employees: Employees are expected to be more courageous and open in voicing ideas, suggestions, and constructive input for organizational progress.
3. For Future Researchers: It is recommended to explore other factors that influence decision quality such as organizational culture, transformational leadership style, affective commitment, or job satisfaction. The use of qualitative approaches or mixed methods can provide deeper understanding.

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