International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

The Effect Of Cultural Competence On Civil Servants' Performance: The Mediating Role Of Organizational Citizenship Behavior

I Gusti Agung Dewi Tarini[1], Gde Bayu Surya Parwita[2], Made Ika Prastyadewi[3]

[1,2,3] Magister Management, Faculty of Economic and Business Universitas Mahasaraswati Denpasar

Abstract

The increasing demand for responsive and citizen-centered public services has highlighted the importance of developing civil servants' competencies beyond technical capabilities. Among these competencies, cultural competence has emerged as a critical factor in enhancing employee effectiveness, particularly in public organizations operating within culturally diverse environments. This study examines the effect of cultural competence on civil servants' performance and investigates the mediating role of Organizational Citizenship Behavior (OCB) in this relationship. A quantitative explanatory research design was employed using a cross-sectional survey of civil servants working in the Denpasar City Government, Indonesia. Data were collected through a structured questionnaire and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The findings reveal that cultural competence positively influences both Organizational Citizenship Behavior and civil servants' performance. Furthermore, Organizational Citizenship Behavior has a positive effect on employee performance and partially mediates the relationship between cultural competence and civil servants' performance. These findings indicate that employees with stronger cultural competence are more likely to engage in discretionary organizational behaviors, which subsequently enhance their work performance. The study contributes to the public sector human resource management literature by demonstrating the behavioral mechanism through which cultural competence improves employee performance in a culture-based governance context. From a practical perspective, the findings suggest that public organizations should strengthen cultural competence through continuous training, intercultural communication development, and organizational initiatives that foster citizenship behavior to improve service quality and organizational effectiveness.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

Keywords: Cultural competence; OCB; Public sector; Human resource management; Culture-based governance.

INTRODUCTION

Public organizations are increasingly expected to deliver high-quality public services while simultaneously responding to rapid technological, social, and cultural changes. The increasing complexity of governance requires civil servants to possess not only technical knowledge but also adaptive competencies that enable them to collaborate, innovate, and effectively engage with diverse communities. Recent evidence from Deloitte's 2024 Global Human Capital Trends emphasizes that organizational success is increasingly driven by human capabilities, collaboration, and adaptability rather than merely completing formal job responsibilities. In the public sector, organizations are encouraged to adopt a human-centered approach to workforce development because organizational performance improves when employees are empowered to create value for both the organization and society (Deloitte, 2024).

Similarly, the Organisation for Economic Co-operation and Development (OECD) highlights that strengthening the competencies of public employees has become one of the primary strategies for improving government effectiveness, public trust, and service quality. Public institutions are therefore expected to continuously develop employees' capabilities to address increasingly complex governance challenges and respond to citizens' diverse expectations (OECD, 2023).

Among the competencies receiving growing scholarly attention is cultural competence. As societies become increasingly multicultural, public employees are expected to understand, respect, and effectively interact with citizens from different cultural backgrounds. Deardorff (2006) conceptualizes cultural competence as the ability to communicate and behave appropriately and effectively in intercultural situations through the integration of cultural knowledge, attitudes, and communication skills. Within public organizations, cultural competence extends beyond interpersonal communication because civil servants are responsible for designing policies and delivering public services that accommodate cultural diversity while respecting local values. Consequently, cultural competence has become an important organizational capability supporting inclusive governance and sustainable public service delivery.

The importance of cultural competence is particularly evident in local governments implementing culture-based development strategies. Denpasar City, the capital of Bali Province, has adopted the vision of becoming a culture-based creative

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

city by integrating Balinese cultural values into urban development and public administration. This vision requires civil servants to possess competencies that enable them to translate local cultural values into responsive, innovative, and citizen-oriented public services. However, despite various organizational development initiatives, the implementation of creative city programs has not yet achieved optimal outcomes, indicating that strengthening employee competencies remains an important challenge for improving organizational performance.

Previous studies have consistently demonstrated that employee competence positively influences organizational effectiveness and employee performance. Nevertheless, empirical research on cultural competence has predominantly focused on healthcare organizations, educational institutions, and multinational corporations, whereas studies conducted within public sector organizations remain relatively limited. Moreover, most previous studies have investigated the direct relationship between competence and performance without adequately explaining the organizational behavioral processes through which competencies contribute to performance improvement. This indicates that the mechanism linking cultural competence and employee performance remains insufficiently understood, particularly in government institutions operating within culturally embedded environments.

One organizational behavior that may explain this relationship is Organizational Citizenship Behavior (OCB). OCB refers to employees' voluntary behaviors that exceed formal job requirements and contribute to organizational effectiveness (Podsakoff et al., 2000). Employees who willingly assist colleagues, actively participate in organizational improvement, demonstrate civic responsibility, and prioritize organizational interests create positive work environments that enhance service quality and organizational performance. Such discretionary behaviors are particularly important in public organizations because successful public service delivery depends heavily on collaboration, trust, and employee commitment rather than solely on formal job descriptions.

From a theoretical perspective, employees possessing high cultural competence are more likely to demonstrate Organizational Citizenship Behavior because they can better appreciate diversity, communicate effectively across cultural differences, and establish harmonious relationships with colleagues and the community. These competencies encourage employees to voluntarily contribute beyond their formal responsibilities, thereby strengthening organizational effectiveness and improving individual performance. However, empirical evidence examining Organizational

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

Citizenship Behavior as a mediating mechanism between cultural competence and civil servants' performance remains scarce, particularly within local government organizations in developing countries.

Based on the existing literature, three important research gaps can be identified. First, studies investigating cultural competence in public organizations remain considerably fewer than those conducted in healthcare, education, and private business sectors. Second, previous studies have largely examined the direct effect of cultural competence on employee performance, while the mediating role of Organizational Citizenship Behavior has received limited empirical attention. Third, empirical evidence from local governments implementing culture-based creative city policies remains limited, particularly within the Indonesian public sector. Therefore, this study aims to examine the effect of cultural competence on civil servants' performance through the mediating role of Organizational Citizenship Behavior in the Denpasar City Government. The findings are expected to enrich the literature on public sector human resource management while providing practical recommendations for strengthening organizational performance through the development of culturally competent civil servants.

Materials and Methods

This study employed a quantitative research approach with an explanatory research design to investigate the relationship between cultural competence, Organizational Citizenship Behavior (OCB), and civil servants' performance. The study aims to examine whether Organizational Citizenship Behavior mediates the influence of cultural competence on employee performance within public sector organizations. A cross-sectional survey was conducted among civil servants employed by the Denpasar City Government, Bali, Indonesia, using a structured questionnaire. This design was considered appropriate because it enables the examination of causal relationships among latent constructs through empirical data collected at a single point in time.

The population of this study comprised all civil servants (Aparatur Sipil Negara/ASN) working in the Denpasar City Government. To ensure that every organizational unit was proportionally represented, proportionate stratified random sampling was employed. Based on this sampling technique, data were collected from 250 respondents, which satisfies the minimum sample size requirement for Partial Least Squares Structural Equation Modeling (PLS-SEM). This technique is particularly suitable for predictive research models involving mediation relationships and latent variables.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

The research instrument consisted of structured questionnaires developed from previously validated measurement scales. All questionnaire items were measured using a five-point Likert scale ranging from 1 ("strongly disagree") to 5 ("strongly agree"). Cultural competence was operationalized as the ability of civil servants to understand, appreciate, and effectively interact with individuals from diverse cultural backgrounds while integrating local cultural values into their professional responsibilities. The construct was measured using four dimensions, namely cultural awareness, cultural knowledge, cross-cultural skills, and cultural integration in work, adapted from Deardorff (2006) and Sue and Sue (2016).

Organizational Citizenship Behavior was measured using the dimensions proposed by Podsakoff et al. (2000), including altruism, conscientiousness, courtesy, sportsmanship, and civic virtue. These dimensions reflect employees' voluntary behaviors that exceed formal job responsibilities and contribute to organizational effectiveness. Civil servants' performance was measured using indicators reflecting employees' effectiveness in completing work assignments, service quality, productivity, work achievement, and contribution to organizational objectives.

The collected data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4 software. The analysis was conducted in two stages. First, the measurement model was evaluated by examining indicator reliability, convergent validity, discriminant validity, composite reliability, and average variance extracted (AVE). Second, the structural model was assessed through the coefficient of determination (R^2), effect size (f^2), predictive relevance (Q^2), bootstrapping procedure with 5,000 resamples, and mediation analysis. PLS-SEM was selected because it is prediction-oriented, suitable for complex mediation models, and does not require multivariate normality assumptions (Hair et al., 2022).

Hypotheses Development

Human Capital Theory suggests that organizational performance is largely determined by employees' competencies, knowledge, and capabilities. In increasingly diverse public service environments, technical competence alone is insufficient to meet citizens' expectations. Civil servants are also expected to possess cultural competence that enables them to understand cultural diversity, respect local values, communicate effectively, and deliver inclusive public services. Employees with higher levels of cultural competence are more likely to perform their duties effectively because they can better understand community needs, reduce communication barriers, and adapt their behavior

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

to different cultural contexts. Consequently, cultural competence is expected to contribute directly to improvements in civil servants' performance.

H1. Cultural competence positively influences civil servants' performance.

In addition to directly improving performance, cultural competence may also foster positive organizational behaviors. Employees who possess strong cultural awareness and intercultural communication skills tend to establish harmonious interpersonal relationships, appreciate diversity, and collaborate more effectively with colleagues. These characteristics encourage employees to voluntarily contribute beyond their formal job responsibilities, which is reflected in Organizational Citizenship Behavior (OCB). Such discretionary behaviors strengthen teamwork, organizational cohesion, and mutual support within public organizations. Therefore, employees with higher cultural competence are expected to demonstrate stronger Organizational Citizenship Behavior.

H2. Cultural competence positively influences Organizational Citizenship Behavior.

Organizational Citizenship Behavior has long been recognized as one of the important behavioral determinants of employee performance. Employees exhibiting high levels of OCB voluntarily assist colleagues, actively participate in organizational activities, comply with organizational regulations, and demonstrate commitment beyond contractual obligations. These behaviors create a collaborative work environment that enhances organizational effectiveness and improves individual performance. Within public organizations, where service quality depends heavily on teamwork and employee commitment, Organizational Citizenship Behavior is expected to make a significant contribution to civil servants' performance.

H3. Organizational Citizenship Behavior positively influences civil servants' performance.

Previous studies have suggested that employee competencies frequently influence performance indirectly through positive workplace behaviors. Employees with strong cultural competence are more capable of developing trust, collaboration, and effective interpersonal relationships, which encourage the emergence of Organizational Citizenship Behavior. These discretionary behaviors subsequently improve work effectiveness and organizational performance. Accordingly, Organizational Citizenship Behavior is expected to function as an important behavioral mechanism linking cultural competence to civil servants' performance.

H4. Organizational Citizenship Behavior mediates the relationship between cultural competence and civil servants' performance.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

Result

The proposed research model was evaluated using Partial Least Squares Structural Equation Modeling (PLS-SEM) with the bootstrapping procedure in SmartPLS. Prior to hypothesis testing, the measurement model was confirmed to satisfy the recommended criteria for construct reliability and validity. Subsequently, the structural model was assessed to examine the direct and indirect relationships among Cultural Competence, Organizational Citizenship Behavior (OCB), and Civil Servants' Performance.

The structural model demonstrated satisfactory explanatory power. The coefficient of determination (R^2) showed that Cultural Competence explained 40.8% of the variance in Organizational Citizenship Behavior, while Cultural Competence and Organizational Citizenship Behavior jointly explained 38.8% of the variance in Civil Servants' Performance. In addition, the predictive relevance (Q^2) values were greater than zero, indicating that the proposed model possessed adequate predictive capability for explaining employee behavior and performance within the Denpasar City Government.

The results of the structural model are presented in Table 1. Overall, all proposed direct relationships were positive and statistically significant.

Table 1. Results of Direct Effect Testing

Hypothesis	Structural Relationship	β	SD	t-value	p-value	Decision
H1	Cultural Competence → Civil Servants' Performance	0.378	0.058	6.474	<0.001	Supported
H2	Cultural Competence → Organizational Citizenship Behavior	0.263	0.050	5.265	<0.001	Supported
H3	Organizational Citizenship Behavior → Civil Servants' Performance	0.357	0.049	7.228	<0.001	Supported

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

The bootstrapping analysis indicates that Cultural Competence has a positive and statistically significant effect on Civil Servants' Performance (β = 0.378, t = 6.474, p < 0.001). This finding confirms that employees possessing stronger cultural competence tend to demonstrate higher levels of work performance. Accordingly, H1 is supported. The analysis further reveals that Cultural Competence positively influences Organizational Citizenship Behavior (β = 0.263, t = 5.265, p < 0.001). This suggests that civil servants who are able to understand cultural diversity, communicate effectively, and integrate cultural values into their work are more likely to engage in discretionary behaviors that benefit the organization. Therefore, H2 is supported.

In addition, Organizational Citizenship Behavior significantly improves Civil Servants' Performance (β = 0.357, t = 7.228, p < 0.001). Employees exhibiting stronger citizenship behavior tend to voluntarily assist colleagues, contribute beyond formal job requirements, and participate actively in organizational activities, which ultimately enhance their work performance. Thus, H3 is supported.

The mediating role of Organizational Citizenship Behavior was assessed using the bootstrapping procedure. The results indicate that the indirect effect of Cultural Competence on Civil Servants' Performance through Organizational Citizenship Behavior was positive and statistically significant.

Table 2. Results of Mediation Analysis

Indirect Relationship	β	SD	t-value	p-value	Decision
Cultural Competence → Organizational Citizenship Behavior → Civil Servants' Performance	0.135	0.029	4.721	<0.001	Supported

The indirect effect of Cultural Competence on Civil Servants' Performance through Organizational Citizenship Behavior was significant (β = 0.135, t = 4.721, p < 0.001). Since both the direct effect of Cultural Competence on Civil Servants' Performance and the indirect effect through Organizational Citizenship Behavior were statistically significant, the findings indicate that Organizational Citizenship Behavior serves as a partial mediator. This result suggests that Cultural Competence enhances

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

employee performance not only directly but also indirectly by encouraging employees to exhibit higher levels of Organizational Citizenship Behavior.

DISCUSSION

The Effect of Cultural Competence on Civil Servants' Performance

The findings demonstrate that Cultural Competence has a positive and significant effect on Civil Servants' Performance, indicating that employees possessing stronger cultural competence tend to achieve higher levels of job performance. This finding suggests that the ability to understand cultural diversity, appreciate local values, and communicate effectively across different cultural contexts enables civil servants to perform their responsibilities more efficiently while providing responsive public services. In the context of the Denpasar City Government, where public administration is strongly influenced by Balinese cultural values, cultural competence becomes an important organizational capability that facilitates interactions between government institutions and the community.

These findings support Human Capital Theory, which argues that employees' competencies constitute valuable organizational resources that improve organizational effectiveness through enhanced knowledge, skills, and behavioral capabilities (Crook et al., 2011). Rather than being limited to technical expertise, human capital also encompasses social and intercultural competencies that enable employees to adapt to complex organizational environments. Consequently, employees with stronger cultural competence are better equipped to respond to citizens' expectations and deliver higher-quality public services.

The present findings are consistent with previous studies reporting that intercultural competence positively influences employee effectiveness, collaboration, and organizational performance (Deardorff, 2006; Ang et al., 2007). Likewise, Bird et al. (2010) argued that cultural competence enables employees to perform effectively in culturally diverse environments by enhancing communication, adaptability, and problem-solving capabilities. The findings therefore extend previous literature by demonstrating that cultural competence is equally important within public sector organizations operating in culture-based governance systems.

The Effect of Cultural Competence on Organizational Citizenship Behavior

This study also found that Cultural Competence positively influences Organizational Citizenship Behavior. The finding indicates that civil servants possessing

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

stronger cultural awareness and intercultural communication skills are more likely to voluntarily assist colleagues, support organizational activities, and contribute beyond their formal job responsibilities.

This relationship may be explained through Social Exchange Theory, which suggests that employees who possess valuable personal resources tend to reciprocate organizational support through positive discretionary behaviors (Blau, 1964). Cultural competence facilitates mutual understanding, trust, and cooperation among employees from different social and cultural backgrounds. Such positive interpersonal relationships encourage the emergence of Organizational Citizenship Behavior, which ultimately strengthens organizational effectiveness.

The findings are consistent with previous studies suggesting that employees with stronger interpersonal and intercultural competencies exhibit higher levels of citizenship behavior because they communicate more effectively, demonstrate greater empathy, and maintain harmonious workplace relationships (Podsakoff et al., 2000; Organ et al., 2006). In the context of public organizations, cultural competence appears to function not only as an individual capability but also as an important organizational resource that promotes collaborative work behavior.

The Effect of Organizational Citizenship Behavior on Civil Servants' Performance

The empirical results further indicate that Organizational Citizenship Behavior significantly improves Civil Servants' Performance. Employees demonstrating higher levels of citizenship behavior voluntarily contribute beyond their formal duties by assisting colleagues, participating in organizational improvement initiatives, and maintaining positive working relationships. Such discretionary behaviors enhance teamwork, reduce organizational conflict, and improve service quality, thereby increasing employee performance.

These findings support the theoretical perspective proposed by Podsakoff et al. (2009), who argued that Organizational Citizenship Behavior contributes to organizational effectiveness by improving resource utilization, strengthening coordination, and increasing organizational adaptability. In public organizations, where service delivery relies heavily on collaboration rather than individual achievement, Organizational Citizenship Behavior becomes an important behavioral determinant of employee performance.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

The findings also corroborate previous empirical studies demonstrating that Organizational Citizenship Behavior positively influences employee productivity, service quality, and organizational effectiveness (Podsakoff et al., 2009; Bolino et al., 2013). Therefore, encouraging employees to engage in discretionary organizational behaviors represents an effective strategy for improving public sector performance.

The Mediating Role of Organizational Citizenship Behavior

One of the most important findings of this study is that Organizational Citizenship Behavior partially mediates the relationship between Cultural Competence and Civil Servants' Performance. The significant indirect effect indicates that Cultural Competence contributes to employee performance not only directly but also indirectly by encouraging employees to demonstrate positive organizational behaviors.

This finding suggests that cultural competence alone is insufficient to maximize employee performance unless it is translated into constructive workplace behaviors. Employees who possess high cultural competence tend to communicate more effectively, appreciate diversity, and establish stronger interpersonal relationships, thereby increasing their willingness to contribute voluntarily to organizational success. These discretionary behaviors subsequently improve employee performance and organizational effectiveness.

The finding complements previous studies emphasizing that employee competencies frequently influence organizational outcomes through behavioral mechanisms rather than solely through direct effects (Podsakoff et al., 2009; Bolino et al., 2013). Within public organizations, Organizational Citizenship Behavior therefore represents an important mechanism through which cultural competence generates organizational value. This study extends existing literature by demonstrating that Organizational Citizenship Behavior functions as a behavioral pathway linking cultural competence to employee performance within a culture-based creative city. Consequently, developing cultural competence should not only focus on increasing employees' knowledge of local culture but also on encouraging collaborative behaviors, mutual assistance, and voluntary organizational participation that strengthen public service performance.

CONCLUSION

This study examined the effect of Cultural Competence on Civil Servants' Performance, with Organizational Citizenship Behavior (OCB) serving as a mediating

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

variable, within the context of the Denpasar City Government. The findings demonstrate that Cultural Competence significantly enhances both Organizational Citizenship Behavior and Civil Servants' Performance. In addition, Organizational Citizenship Behavior has a significant positive effect on employee performance and partially mediates the relationship between Cultural Competence and Civil Servants' Performance. These results indicate that civil servants with higher levels of cultural competence are more likely to exhibit voluntary organizational behaviors that contribute to improved work performance. Therefore, the study confirms that Cultural Competence represents an important organizational capability for improving employee effectiveness in public sector organizations operating within culturally embedded governance systems.

The findings contribute to the public sector human resource management literature by extending the understanding of how Cultural Competence influences employee performance through behavioral mechanisms, particularly Organizational Citizenship Behavior. From a practical perspective, local governments should strengthen cultural competence through continuous training, intercultural communication development, and organizational initiatives that encourage collaboration and citizenship behavior among employees. Such efforts will not only improve individual performance but also support the delivery of more responsive and culturally sensitive public services. Future research is encouraged to examine this model in different governmental contexts by incorporating additional organizational variables, such as leadership, organizational culture, or public service motivation, to provide a more comprehensive understanding of the factors influencing civil servants' performance.

REFERENCES

Ang, S., Van Dyne, L., Koh, C., Ng, K. Y., Templer, K. J., Tay, C., & Chandrasekar, N. A. (2007). Cultural intelligence: Its measurement and effects on cultural judgment and decision making, cultural adaptation and task performance. Management and Organization Review, 3(3), 335–371. https://doi.org/10.1111/j.1740-8784.2007.00082.x

Bird, A., Mendenhall, M., Stevens, M. J., & Oddou, G. (2010). Defining the content domain of intercultural competence for global leaders. Journal of Managerial Psychology, 25(8), 810–828. https://doi.org/10.1108/02683941011089107

Blau, P. M. (1964). Exchange and power in social life. John Wiley & Sons.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

Crook, T. R., Todd, S. Y., Combs, J. G., Woehr, D. J., & Ketchen, D. J. (2011). Does human capital matter? A meta-analysis of the relationship between human capital and firm performance. Journal of Applied Psychology, 96(3), 443–456. https://doi.org/10.1037/a0022147

Deardorff, D. K. (2006). Identification and assessment of intercultural competence as a student outcome of internationalization. Journal of Studies in International Education, 10(3), 241–266. https://doi.org/10.1177/1028315306287002

Deloitte. (2024). 2024 Global Human Capital Trends: Thriving Beyond Boundaries. Deloitte Insights.

Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2022). A primer on partial least squares structural equation modeling (PLS-SEM) (3rd ed.). Sage Publications.

OECD. (2023). Government at a Glance 2023. OECD Publishing. https://doi.org/10.1787/3d5c5d31-en

Organ, D. W., Podsakoff, P. M., & MacKenzie, S. B. (2006). Organizational citizenship behavior: Its nature, antecedents, and consequences. Sage Publications.

Parwita, G. B. S., Prastyadewi, M. I., Cahyani, N. P. P. I., & Swari, N. P. R. I. (2025). How Workload, Discipline, and Work Stress Affect Employee Performance?. Philippine Social Science Journal, 8(2), 55-55.

Podsakoff, P. M., MacKenzie, S. B., Paine, J. B., & Bachrach, D. G. (2000). Organizational citizenship behaviors: A critical review of the theoretical and empirical literature and suggestions for future research. Journal of Management, 26(3), 513–563. https://doi.org/10.1177/014920630002600307

Podsakoff, N. P., Whiting, S. W., Podsakoff, P. M., & Blume, B. D. (2009). Individual- and organizational-level consequences of organizational citizenship behaviors: A meta-analysis. Journal of Applied Psychology, 94(1), 122–141. https://doi.org/10.1037/a0013079

Ringle, C. M., Wende, S., & Becker, J.-M. (2024). SmartPLS 4. SmartPLS GmbH.

Sue, D. W., & Sue, D. (2016). Counseling the culturally diverse: Theory and practice (7th ed.). John Wiley & Sons.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.