

**T.C.
ISTANBUL AYDIN UNIVERSITY
INSTITUTE OF GRADUATE STUDIES**



**TRANSFORMATIONAL LEADERSHIP'S IMPACT ON EMPLOYEE
VOICE WITH THE MEDIATION EFFECT OF PSYCHOLOGICAL SAFETY**

MASTER'S THESIS

MUHAMMAD ANAS

**Department of Business
Business Administration Program**

July, 2022

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APPROVAL PAGE

DECLARATION

I hereby declare with respect that the study “Transformational Leadership impact on employee voice: Mediation effect of PS”, which I submitted as a Master thesis, is written without any assistance in violation of scientific ethics and traditions in all the processes from the Project phase to the conclusion of the thesis and that the works I have benefited are from those shown in the Bibliography. (01/08/2022)

Muhammad ANAS

FOREWORD

I dedicate this thesis to my mother, who patiently endured my days with, and my family, who have been a constant source of encouragement throughout the process. In addition, I would like to express my gratitude and admiration to my respected instructors at Istanbul Aydin University, who had a significant role in my ability to grasp the subject and apply it professionally in my thesis. Then I would like to thank my friends for their ongoing assistance and encouragement. Furthermore, I want to thank my supervisor, **Asst. Prof Vedat ULUSOY**, whose encouragement, support, and invaluable guidance enabled me to complete this work.

July, 2022

Muhammad ANAS

TRANSFORMATIONAL LEADERSHIP IMPACT ON EMPLOYEE VOICE: MEDIATION EFFECT OF PSYCHOLOGICAL SAFETY

ABSTRACT

Employee voice is an organizational reality that poses significant challenges for most organizations. Because of globalization competition is high among organizations. Literature shows every resource whether capital, financial or human is most important for the organization in today's situation. Currently consider employee voice is one of the solutions that play effective role-play in working place. However, despite such prevailing issues, in comparison to silence, employee voice has yet to receive its due attention in extant literature. In light of such gaps, the objective of this study was to examine the relationship between transformational leadership and employees' voice behaviors mediating the role of psychological safety from the perspective of social learning theory. Previous studies use employee voice with other leadership styles but this mechanism was missing in literature when psychological safety plays a mediation role between transformational leadership and employee voice under social learning theory. Moreover, the cross-sectional approach is used in this research for data collection. The researcher targeted the population of employees who will be working in Pakistan in the various service sector. With the help of online form data was collected from the respondents. After analysis, the finding is revealing that Transformational leadership via psychological safety plays a significant role in developing employee voice. Implications from this research as well as suggestions for future studies are discussed.

In this research data was collected through questionnaire (Survey method). More than Four hundreds questionnaire distributed, but finally used 307 after removed missing information. In which 270 males and 70 was female that participated in the research through their response. Researcher targeted population was SME's (Small Medium Enterprise) Lahore, Punjab Pakistan. After series of

preliminary analysis techniques like finding missing values, outliers, normality of the data and factor analysis then data set ready for further analysis. Results shows not only Transformational leadership positive and significant impact to the employee voice but also positive and significant impact on psychological safety. Moreover, the findings is showing, psychological safety positively and significantly mediate between transformational leadership and employee voice. Practical implications of this research will help to the academic experts and organizational managers for better decisions.

Keywords: Employee Voice, Transformational Leadership, Psychological Safety

İŞÇİLERİN SESİNİN DÖNÜŞTÜRÜCÜ LİDERLİĞİN ÜZERİNDEKİ ETKİSİNDE PSİKOLOJİK GÜVENLİĞİN ARACILIK ETKİSİ

ÖZET

Çalışan sesi, çoğu kuruluş için önemli zorluklar oluşturan bir kurumsal gerçekliktir. Küreselleşme nedeniyle örgütler arasında rekabet yükselmiştir. Literatüre bakıldığında günümüz koşullarında organizasyon için sermaye, finansal veya insan olsun her kaynağın en önemli olduğunu görülmektedir. Şu anda, çalışan sesinin işyerinde etkili rol oynayan çözümlerden biri olmasına karşın, sessizliğe kıyasla, çalışan sesi, mevcut literatürde henüz gereken ilgiyi görmemiştir. Bu nedenle, bu çalışmanın amacı, dönüştürücü liderlik ile çalışanların psikolojik güvenliğinin rolüne aracılık eden ses davranışları arasındaki ilişkiyi sosyal öğrenme teorisi perspektifinden incelemektir. Önceki çalışmalar çalışan sesini diğer liderlik stilleriyle birlikte kullanıyor ancak bu mekanizma, sosyal öğrenme teorisi altında psikolojik güvenliğinin dönüştürücü liderlik ile çalışan sesi arasında aracılık rolü ölçürek literatüre katkı sunulmuştur.

Bu araştırmada veri toplamak için kesitsel yaklaşım kullanılmıştır. Araştırmacı, Pakistan'da çeşitli hizmet sektörlerinde çalışacak olan çalışan nüfusunu hedef alınmıştır. Online form yardımı ile katılımcılardan veriler toplanmıştır. Analizden sonra, bulgu, psikolojik güvenlik yoluyla Dönüştürücü liderliğin çalışan sesini geliştirmede önemli bir rol oynadığını ortaya koymaktadır. Araştırmanın pratikteki uygulamaları ile birlikte gelecekteki araştırmalar için öneriler de çalışmada tartışılmıştır.

Anahtar Kelimeler: İşçi Sesi, Dönüştürücü Liderlik, Psikolojik Güvenlik,

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ABBREVIATIONS

TFL	: Transformational Leadership
PS	: Psychological Safety
EV	: Employee Voice
SME's	: Small and Medium Enterprises

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I. INTRODUCTION

This chapter explains the study background, introduction, problem statement, study gap, research questions, and significance of the study.

A. Study Background

Small and Medium Enterprises (SMEs) play a significant role in human and social progress (Ribeiro-Soriano, 2017) which contribute to economic growth (Bloch and Bhattacharya, 2016; Terziovski, 2010; Thurik & Wennekers 2004). SMEs significantly contribute to the national Gross Domestic Product (GDP) and provide employment opportunities (Ayyagari, Beck & Demirguc-Kunt 2007). Further to the contribution to national economic growth, the SME sector plays an important part in regional and global social development including poverty alleviation through job creation (Ayyagari et al. 2007; Bloch & Bhattacharya 2016). SMEs' contribution is considered the backbone of sustainable growth and poverty alleviation in Asian countries including Pakistan (Harvie & Lee 2005).

Similarly, Pakistani SMEs contribute to economic development and the generation of employment opportunities (Khalique et al. 2011; Salman et al. 2016). Pakistani SMEs significantly contribute to boosting the economy by fostering export performance (Shah et al. 2011). Small-medium enterprises are contributing almost thirty percent of Pakistan's GDP (Salman et al. 2016) and generate 80 percent of the total national employment (Khalique et al.

2015). SMEs are providing job opportunities to more than 21 million people in Pakistan which play an important role in poverty alleviation (Wahga, Blundel, & Schaefer 2015). The SME sector of Pakistan is considered the backbone of economic development but Pakistani SMEs are facing challenges including growth and survival due to a dynamic and competitive environment (Khalique et al. 2011; Subhan, Mahmood & Sattar 2014).

In recent years, innovation is considered one of the main sources of growth and survival of SMEs (Miron, Erez, & Naveh 2004). SMEs operate in a rapidly changing, knowledge-intensive, and competitive environment with the rapid development of high technology products. In this rapidly changing and globally competitive environment, continuous development of innovative products and services leads to sustainable competitive advantage. Innovation plays an important role to meet the ever-changing customers' requirements and contribute to SMEs' export and growth (Love & Roper 2015).

Similarly, innovation is the most important factor for the growth and survival of Pakistani SMEs in this dynamic and competitive environment (Khalique et al. 2015; Subhan et al. 2014). Pakistani SMEs may achieve higher financial performance and sustainable competitive advantage by developing innovative products and services (Yasin et al. 2014). The innovation in SMEs amplifies production capacity which significantly impacts economic and social development in Pakistan (Subhan et al. 2014). Scholars emphasize that EV has emerged

as one of the key factors to reaching higher innovation performance in Pakistan's small-medium enterprise (Rasheed et al. 2017; Shahzad et al. 2019).

EV refers to the “the discretionary or formal expression of ideas, opinions, suggestions, or alternative approaches directed to a specific target inside or outside of the organization with the intent to change an objectionable state of affairs and to improve the current functioning of the organization, group, or individual” (Bashshur & Oc 2015:1531). EV is more critical for SMEs to solve problems and improve their products and services as compared to large organizations (Gilman, Raby & Pyman 2015). This is because large organizations have

Sufficient resources to invest in research and development (R&D), however, SMEs mostly operate with a lack of resources to invest in R&D (Poorkavoos et al. 2016). Hence, SMEs primarily rely on their human resources to improve their products and services (Demirbas, Hussain, & Matlay 2011). However, the question is still under study that how SMEs may promote EV behaviors. Previous literature suggests that SMEs may promote EV behaviour through implementing a high-performance work system (Rasheed et al. 2017), ethical leadership (Chen & Hou 2016), TFL (Chen, Wang, & Lee 2018; Schmitt, Hartog, & Belschak 2016).

Management scholars highlight that leaders' behavior, especially TFL encourages employee proactive behavior (Hartog & Belschak 2012; Schmitt et al. 2016). TFL uses inspirational motivation, intellectual stimulation, and individualized consideration to create a shared vision (Bass & Riggio 2006). TFL motivate the employees with productive suggestion and idea (Dyne & LePine 1998; Morrison 2011), they take steps and initiatives for the organization as per the situation ([Butar, Sendjaya, & Pekerti, 2019](#)) and preemptive behaviors that every organization (Belschak & Hartog 2010; Hartog & Belschak 2012) that help in getting a competitive advantage. Dunne et al. (2016) highlighted that TFL and EV play a significant role to improve the operational outcomes of Small & Medium Enterprises (SMEs). Literature shows and considers transformation leadership is one of the key elements because TFL constructive role plays in SMEs that would lead to EV and performance (Dunne et al. 2016)

B. Problem Statement

Organizations are operating in a highly competitive, dynamic, and complex business environment (Donate, Peña, & Pablo 2016; Frazier & Bowler 2012). In this dynamic environment, Pakistani SMEs are facing the challenge of their sustainability and growth (Khalique et al. 2011; Subhan et al. 2014). Scholars assert that SMEs may sustain and grow in this competitive environment by developing and introducing new products and services and promoting creativity (Dedahanov et al. 2016; Rasheed et al. 2017). However, it is difficult for SMEs to invest on R&D for the development of new products and services due to lack of resources (Poorkavoos et al. 2016). Hence, the SMEs primarily rely on their employees to share their ideas and suggestions to improve organizational functioning and solve critical problems (Detert & Burris 2007; Morrison & Milliken 2000) and services as it is difficult for managers to handle all the challenges by themselves (Gao, Janssen, & Shi 2011).

Prior literature suggest the EV help SMEs to develop and introduce new products and services (Rasheed et al. 2017) and improve in-role performance (Zhang et al. 2020). Indeed, employees who are forward thinkers, self-starter, and willing to contribute to organizational development, are valuable resources for organizations to provide suggestions and ideas to improve organizational functioning and change (Schmitt et al. 2016). In Pakistan's point of view, the majority of corporate culture

didn't promote and grant employees to share

Their ideas, suggestions and raise their concerns due to the uncertain outcomes including negative consequences. Scholars assert that employees are most likely to be involved in expressing their ideas and opinions about critical work processes when they perceive that the environment is safe (PS) to share ideas and opinions ([Holley, Wu, & Avey, 2019](#)). Similarly, scholars also found that TFL help firms to improve workplace. It looks that embracing leadership style in firms will make a higher inclination among ([Song, He, Wu, & Zhai, 2018](#)). All things happening when a leader focusing on the employee and give confidence, make relationship where employees to speak everything ([Morrison, 2011](#)).

C. Gap of the Study

The literature asserts that transformational leadership plays a vital role in promoting employee voice behaviors through different mediating mechanisms (Chen et al. 2018; Schmitt et al. 2016). For instance, Chen et al. (2018) conclude that employee perception regarding the meaningfulness of their work significantly mediates the relationship between transformational leadership and employee voice. In a similar vein, Hu, Zhang & Wang (2015) highlight that organizational identification Liang et al. (2017), Psychological ownership

Hao & Hao (2012), and psychological mechanism Wang, Zheng, & Zhu (2018) play role of mediation between transformational leadership and employee voice.

Moreover, Hao & Hao (2012) discussed in a previous study between TFL and EV psychological ownership mediates the relationship. Further, Wang et al. (2012) found that value congruence mediates the relationship between TFL and cooperative voice. In a similar way, Wang et al. (2019) found that positive affect feelings of happiness and enthusiasm partially mediates the relationship between TFL and employee voice. Conchie, Taylor & Donald (2012) found that affect-based trust fully mediates the TFL and voice behavior among employees of UK firms. Moreover, the research conducted by Wang, Zheng, & Zhu (2018) explains the psychological mechanism which mediates the impact of TFL on EV. The findings suggest that psychological capital serves as a mediating path to show the effect TFL has on

employee voice.

Although the majority of studies show the positive effects TFL has on EV, however, some studies also found insignificant and negative effects (Svendsen & Joensson 2016; Svendsen, Unterrainer, & Jønsson 2018). Hence, the results of studies that investigated the TFL effect on voice behavior are mixed. Scholars highlight that TFL has an insignificant direct effect on EV (Svendsen & Joensson 2016). However, the effect of TFL help to promote EV through different mediating mechanisms i.e. psychological, engagement, and role identification (Chen et al. 2018; Hu et al. 2015; Liang et al. 2017; Schmitt et al. 2016). Do

these studies show that the TFL and EV are focused on explaining the different mediating Mechanisms to explain the process that how TFL promotes voice behavior among employees? Hence, this highlight that the research examining the impact of TFL on EV is inconclusive and future studies need to explain more mediating mechanisms.

Prior literature suggests that EVs help SMEs to achieve higher innovation (Rasheed et al. 2017) for their sustainability and growth in this competitive environment. This is because SMEs rely on their internal resources especially leaders and employees to improve their processes, products, and services as they have limited resources to invest in R&D initiatives (Fritsch & Meschede 2001). However, the majority of literature that explains the impact of TFL on EV focused on large firms, and very limited studies investigated the role of transformational and EV in SMEs (Dunne et al. 2016). Hence, the literature shows the need to investigate more mediating variables to explain the effect of TFL on voice. Moreover, the

recent call for a paper by Wilkinson, Mowbray & Sun (2018) stresses the need to investigate the antecedents of EV in the Asia Pacific region.

In light of the literature review, psychological safety serves as an important antecedent of organizational outcomes i.e. team learning behavior, organizational citizenship behavior, and task performance (Edmondson, Mogelof, & Mogelof 2006; Frazier et al. 2017). Psychological safety refers to “a shared belief held by members of a team that the team is safe for interpersonal risk-taking” (Edmondson 1999:350). Hence, this study suggests employees are more likely to be involved in expressing their ideas and opinions about critical work

processes when they perceive that environment is safe to share their ideas and opinions (Milliken, Morrison, & Hewlin 2003). However, despite the vital role of psychological safety, there is very limited research investigating the mediating mechanism to explain the impact of transformational leadership on employee voice in SMEs. This study will help in making new policies and disciplines for SMEs so, it is very important to study that does the psychological safety serve as mediating mechanism between transformational leadership and employee voice in SMEs.

D. Significance of the study

EV has emerged as one of the key determinants of individual, group, and organizational outcomes (Bashshur & Oc 2015; Cumberland et al. 2017). Scholars assert that EV play a more important role to achieve higher innovation and performance in SMEs (Rasheed et al. 2017; Shahzad et al. 2019). Further, literature shows that SMEs heavily rely on the suggestions and ideas of their leaders and human resources (Elsetouhi et al. 2018; Gilman et al. 2015) to develop and introduce new products and services (Rasheed et al. 2017). Hence, this study extends the literature on TFL (Bass 1985; Bass & Riggio 2006), EV (Morrison & Milliken 2000; Wilkinson et al. 2020; Wilkinson & Fay 2011), PS (Edmondson 1999; Frazier et al. 2017) (Kim & Vandenberghe 2020; Shetty et al. 2020; Victor & Cullen 1988) and SMEs (Gilman et al. 2015; Rasheed et al. 2017). This study also addresses the research questions of the recent call for papers by Wilkinson et al. (2018). To the best of our knowledge, this is the

first study that investigates the mediating role of PS between TFL and EV in SMEs. The findings provide evidence that SME's top management and owners that TFL style helps them create PS to employees which will in turn promote employee voice. Further, the findings also suggest that SMEs may solve their problems, improve products or services, and introduce new processes, products, or services by leveraging EV (Rasheed et al. 2017; Shahzad et al. 2019). Hence, the innovation in processes, products, and services enables SMEs to achieve

sustainability and growth in this competitive environment (Lin & Sanders 2017; Love & Roper 2015). The sustainability and growth of SMEs help to improve the quality of life, and poverty alleviation, provide employment opportunities and contribute to the country and regional development (Faggian, Partridge, & Malecki

2017; Salman et al. 2016; Subhan et al. 2014; Wahga et al. 2015)

E. Research Questions

- a) Does TFL positively impact the employee voice?
- b) Does PS mediate the relationship between TFL and employee voice?

F. Objectives and Aim

This study is designed to investigate the impact of TFL on SMEs ethical climate and employee PS which enable SMEs to promote EV.

G. Objectives

- a) To study the impact of TFL and employee voice.
- b) To study the PS between EV and TFL.

H. Framework

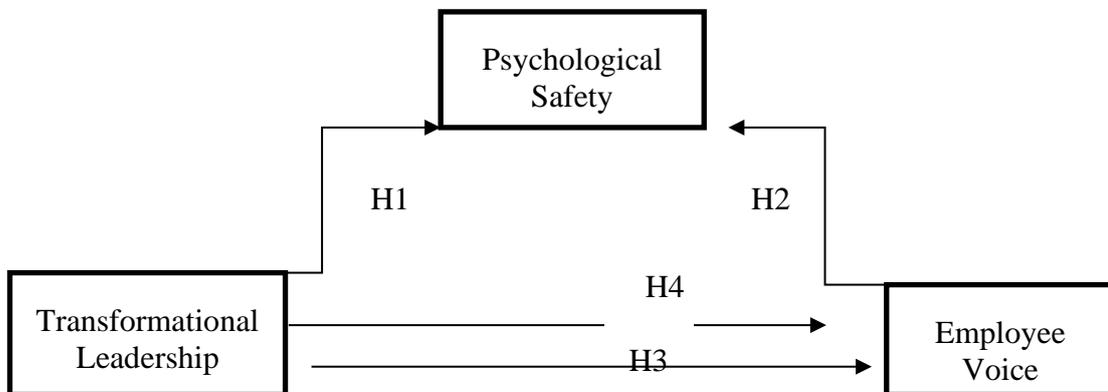


Figure 1 Framework

I. Hypothesis

H1: TFL is positive impact to the Employee Voice.

H2: TFL positive impact to the Psychological Safety

H3: Psychological Safety Positive impact to the Employee Voice.

H4: Psychological Safety has mediator effect the relationship between TFL and Employee voice.

II. LITERATURE REVIEW

A. Transformational Leadership

In the current uncertainty in the environment, changing of need, and globalization, scholars suggest TFL is a key predictor for organizational performance ([Mittal & Dhar, 2015](#)). TFL is essential for organization productivity because it is related to social capital internally & externally ([Jalees & Ghauri, 2016](#); [Jia, Chen, Mei, & Wu, 2018](#)). TFL facilitates & supports individually, which creates value, and that value is helping in getting competitive advantage ([Kovjanic, Schuh, & Jonas, 2013](#)). And also employee has a significant impact on the organization through leadership ([Schmitt, Hartog, & Belschak, 2016](#)). The transformational leader holds a central position in every organization, where the leader with help of charismatic personality influences and advice the employees ([Li, Mitchell, & Boyle, 2016](#)).

Many definitions of leadership are there and explain the different perspectives of the TFL style. The most famous definition of transformational leader explains individual traits or behavior which influences others with interaction [Bass and Riggio \(2006\)](#), relationship, coaching, mentoring [Bass and Avolio \(1993\)](#), & counseling also shows administrative guidance and perception of other-regarding legitimacy for you ([Aarons, Ehrhart, Farahnak, Sklar, & Horowitz, 2017](#); [Girma, 2016](#)). So different leadership models are presented & merged but consider TL is an influential best fit model for today's environment

([Thibault, Gulseren, & Kelloway, 2019](#)). Today many scholars & practitioners pay attention and give leverage to organizational innovation, ([Gumusluoglu & Ilsev, 2009](#); [Hoch, Bommer, Dulebohn, & Wu, 2018](#)).

TFL inspires the employees with his knowledge, experience and guides them on how to tackle the problem, ([Schmitt et al., 2016](#)). Finally, TFL shared a vision to the employees for the future and how to achieve and keep moving forward. As [Hentrich et al. \(2017\)](#) briefly shared a clear path in the shape of strategy, similarly according to [Dunne, Aaron, McDowell, Urban, and Geho \(2016\)](#), how you face

problems when you face challenges, also [Hoch et al. \(2018\)](#) everything is possible when we all consider it as a collective objective ([S.-s. Liao, Chen, Hu, Chung, & Liu, 2017](#)). Performance of the employees increases when transformational leader occurs ([Hoch et al., 2018](#)). For this purpose, transformation leaders generate awareness in the employees and keep focused on the importance of the mission and vision of the organization ([Linnenluecke & Griffiths, 2010](#); [Pradhan et al., 2017](#)). When TFL after applying and using different ways like charismatic personality, which at the end influence the employees and inspire them ([González, Jiménez, & Lorente, 2018](#)). Second with his/her experience & knowledge to fulfill the emotional need of the employees ([Allaire & Firsirotu, 1984](#); [Sharifirad & Ataei, 2012](#); [Wong, Everett, & Nicholson, 2008](#)).

Literature tells us that a Transformational leader's positive attitude plays an important role in employee's performance creativity, innovation, and motivation ([Gumusluoglu & Ilsev, 2009](#)). TFL characteristics include individual consideration, intellectual stimulation, individual influence, inspires motivation because these qualities get significant and required results from employees ([González et al., 2018](#)). TFL affects both individual employees and organizations ([Carter, Mossholder, Feild, & Armenakis, 2014](#); [Girma, 2016](#); [Gumusluoglu & Ilsev, 2009](#)).

1. Idealize influence (charisma)

A leader is a role model to their followers. Leader influences his/her followers and idealizes behavior because that behavior creates an emotional attachment of the employee to the leaders ([Aarons et al., 2017](#); [Carter et al., 2014](#)).

2. Individual consideration

In this behavior, the leader is always focusing on their followers and team members individually, as per situation TL creates open communication with the employees, and sometimes performs individual meetings. Leaders observe the psychological problem of the followers and use his/her knowledge and experience coaching, mentoring, counseling them individually ([Büschgens, Bausch, & Balkin, 2013](#); [Gumusluoglu & Ilsev, 2009](#)).

3. Intellectual stimulation

The transformational leader creates an environment and stimulates the team

members that how to think creatively and learn critical thinking. A transformational leader encourages innovative thinking and how to face then compete for the challenges of uncertainty ([Pradhan et al., 2017](#)).

4. Inspirational motivation

It's a behavior where leaders present themselves as role model in front of the follower, then develop and communicate it to the followers about a vision. Using examples i.e. symbols, images, behavior, and at the end, you see yourself beyond self-interest ([Naveed, Jantan, & Ahmad, 2016](#); [Paulsen, Callan, Ayoko, & Saunders, 2013](#)).

B. Background of Employee Voice

The 1980s, due to the rise of corporate scandals and various ethical violations, saw a scholarly shift towards the implications of organizational fairness and the development of employee voice (Bogosian, 2012). Resultantly, the concepts of employee voice and its antithesis, silence, were brought into focus. However, throughout the 1990s, organizational scholars predominantly continued to study voice mechanisms and it was only after the year

2000, following Morrison and Milliken's (2000) seminal work on organizational silence as a separate construct, that scholars turned their attentions toward the links between organizational policies, management practices and the onset of a "climate of silence" (Bogosian, 2012).

Employee voice is a persistent theme present in organizational literature (Hirschman, 1970; Boxall & Macky, 2009; Morrison, 2011). Concepts related to voice such as whistle-blowing have received much attention in literature (Hirschman 1970; Miceli et al. 2008; Morrison, 2014; Kremer et al., 2019). However, in comparison, employee silence is relatively new phenomenon (Donaghey et al., 2011; Morrison, 2014). In past few years, there has been a proliferation of research (Brinsfield, 2013, Knoll & van Dick, 2013a; Adamska & Jurek, 2017) seeking to operationalize silence as a formal category in its own right mandating further empirical investigation. Furthermore, literature (Morrison, 2014) indicates that rather than merely fixating on the development of employee voice, it is equally-if not more-significant to investigate factors that may lead to its absence, i.e. silence, as "a more

explicit focus on the latter [...] may bring to light factors that are not as apparent from a focus on the former” (p.175). As such, this study focuses on employee silence as the variable under study.

C. Employee Silence

Employee silence is defined as the “withholding of any form of genuine expression about the individual’s behavioral, cognitive and/or affective evaluations of his or her organizational circumstance to persons who are perceived to be capable of effecting change or redress” (Pinder & Harlos, 2001, p. 334). While silence is generally the behaviour of an individual, it may also take form as a collective behaviour when a greater number of organizational members choose to remain silent. In such cases, silence is referred to as organizational silence (Morrison & Milliken, 2000).

1. Conceptualization

Morrison and Milliken (2000) sought to understand silence behaviour in organization and the reasons underlying their occurrence by highlighting context conditions that explicitly cause silence. While the concept introduced by Morrison and Milliken (2000) regarded silence as a collective behaviour, subsequent works that followed (Pinder & Harlos, 2001; van Dyne, Ang & Botero, 2003) extended upon Morrison and Milliken’s (2000) top-down-view and considered silence as individual employee behavior. By elaborating on the possible motives behind an employee’s silence, scholars (Pinder & Harlos, 2001; van Dyne et al. 2003; Brinsfield, 2013) also stressed upon conceptualizing silence as a multidimensional variable.

The primary reason underlying this proposition was the postulation that studying employee silence as a one-dimensional concept would cause researchers to overlook the differences concerning employees’ motives to not voice their concerns or refrain from sharing critical information, regardless of the circumstances or consequences.

According to Knoll and van Dick (2013a), studying silence as a one-dimensional construct would be “an impediment of the progress in understanding why and when employees withhold their opinion, their knowledge and especially

their concerns” (p. 350). Hence, just as there are different types of voice (Maynes & Podsakoff, 2014), in a similar manner there are different kinds of silence as well (Brinsfield, 2013).

As noted by Knoll and van Dick (2013), there are at least four forms of silence, differentiated on the basis of the motive and reasons behind each form. The four dimensions of employee silence are: 1) acquiescent silence (remaining silent due to feelings of resignation and disinterest), 2) quiescent silence (remaining silent due to fear of retribution), 3) prosocial silence (remaining silent for the sake of preserving relationships), and 4) opportunistic silence (remaining silent for one’s own benefit). According to Pinder and Harlos (2001), acquiescent and quiescent silence are more likely to result as a consequence of injustice in the workplace, primarily due to perceptions of unfairness and lack of support from superiors that may give rise to feelings of futility and uncertainty. Moreover, an in-depth qualitative analysis by

Milliken et al. (2003), revealed the employees experiencing adverse working conditions engage in silence behaviours primarily in order to avoid bringing negative attention upon themselves (quiescent silence; van Dyne et al., 2003) or because they believe that speaking up would do no good (acquiescent silence; Pinder & Harlos, 2001). Hence, for this reason, this study focuses on these two forms of silence.

Acquiescent silence, first conceptualized by Pinder and Harlos (2001), is silence that is born out of a lack of concern. It is related to feelings of hopelessness and helplessness (van Dyne et al., 2003). Employees who exhibit acquiescent silence tend to be disengaged and have accepted the futility of their circumstances. Such employees hold the belief that any effort they make would likely be wasted as their organization and/or supervisor does not value them (Farrell 1983; Kahn 1990). As a result, acquiescently silent employees contribute less and refrain from participating vocally. These employees adopt a passive acceptance of the status quo and are not willing to go an extra mile by raising their voice or taking initiative to change the situation (Pinder & Harlos, 2001). This passivity generally arises from adverse experiences where past efforts to speak up bore no fruit. Given its despondent nature due to a lack of intrinsic motivation, this type of silence is one of the hardest to break.

Quiescent silence, also introduced by Pinder and Harlos (2001), refers to the

conscious decision of employee to withhold information due to self-protection. In such cases, fear plays a significant role in the onset of quiescent silence, which takes shape when employees believe that the price of speaking up would be too high and pose little benefit (Morrison & Milliken, 2000). Quiescent silence is related to Brinsfield's (2013) concept of defensive silence, the MUM effect (reluctance in delivering bad news; Rosen & Tesser, 1970), and employees' perceptions of psychological safety (Edmondson, 1999). In situations involving quiescent silence, employees are generally aware of their choices and potential alternatives, however silence is regarded to be the best and safest course of action and hence, adopted accordingly (van Dyne et al., 2003). In other contexts, quiescent silence may generate as an automatic response in reaction to high levels of fear or discomfort, especially in ordeals concerning one's supervisor(s) (Kish-Gephart et al., 2009). Employees demonstrating quiescent silence are often regarded to be "suffering in silence."

2. Antecedents

The motivation for being silent is generally rooted in employees' decisions regarding their behaviour in various social contexts. These decisions, in turn, may be impacted by a number of factors-both individual and organizational. Individual factors include employees' tenure, work experience and position level (Milliken et al., 2003) as well as certain personality traits (Premeaux & Bedeian, 2003; Knoll & van Dick, 2013b; Tangirala, Kamdar, Venkataramani & Parke, 2013). Organizational factors affecting employee silence consist of leadership styles (Zehir & Erdogan, 2011; Guo et al., 2018), organizational climate (Tangirala & Ramanujam, 2008; Wang & Hsieh, 2013), organizational justice (Whiteside & Barclay, 2013), organizational identification (Knoll & van Dick, 2013a), workplace politics and mistreatment (Khalid & Ahmed, 2015; Rai & Agarwal, 2018).

Furthermore, while employee silence is generally viewed to be a mindful action of employees, literature also acknowledges that it may also be deliberately perpetuated by the management (Donaghey et al., 2011). Certain norms and practices may play a significant role in developing as well as reinforcing employee silence (Morrison & Milliken, 2000). According to Pinder and Harlos (2001), "a climate of silence among employees" tends to develop in contexts where employees perceive that speaking up is either too risky or simply a waste. These perceptions are most

likely to stem from the management, who via its actions, may portray a stance that discourages speaking up or open communication, thereby leading to employees' engaging in silence behaviors (Dutton et al., 2001; Donaghey et al., 2011).

3. Consequences

Employee silence in organizations is ubiquitous yet highly detrimental (Morrison, 2011). In most circumstances, it is a dysfunctional behaviour associated with a myriad of negative outcomes such as reduced creativity (Guo et al., 2018), deviant work behaviour (Jahanzeb & Fatima, 2017), job dissatisfaction and lowered commitment (Vakola & Bouradas, 2005). Silence also adversely impacts employee performance and leads to psychological and physical withdrawal (Whiteside & Barclay, 2013). Such behaviours also take toll on employees' well-being and health (Perlow & Williams, 2003; Knoll & van Dick, 2013a). Furthermore, employees' engagement in silence behaviours also harms the organization by causing delay in identifying problematic concerns and their subsequent resolutions (Milliken et al., 2003; Tangirala & Ramanujam, 2008). As a result of employee silence, communication within organizations breaks down and employees' passivity leads to reduced innovation, poorly regulated projects, low-quality production and a damaged bottom line (Pentilla, 2003; Beheshtifar, Borhani & Moghadam, 2012). Such factors consequently damage the overall functioning and effectiveness of the organization.

Employee silence is a complex phenomenon, and despite the contributions made, it is still a topic that is yet to be fully ensconced in both academic and practical literature with concern to the disciplines of management and organizational behavior (Knoll & Dick, 2013a). Contrary to related fields such as social psychology (Rosen & Tesser, 1970), communication science (Tannen, 1985), political science (Neumann, 1974) and ethnography (Sheriff, 2000), organization science has considered silence as an area of interest quite recently. Such findings are deemed ironic given the ever-increasing need for employee involvement and voice (Morrison, 2014; Rohfler, 2018). Therefore, in light of these issues, there is no denying the necessity and requirement for more research, for when it comes to employee silence, there is much that organizational researchers still do not know. Hence, generating need for further conceptualization and study.

D. Employee Voice (EV)

The analysis of EV (EV) comprises two diverse research streams (Park and Kim, 2016). One stream incorporates the investigation to leave, voice, dedication, and disregard as helpful reactions to work disappointment and hierarchical issues ([Avgar & Owens, 2014](#)). The other stream incorporates a look into additional EV ([Dyne, Ang, & Botero \(2003\)](#)) or proactive EV ([Grant, 2013](#)). Even though these two streams have alternate points of view, the two view EV as positive conduct that has to be energized (Kong, et al., 2016). As a type of correspondence conduct that happens when workers proactively express valuable proposals for change ([Botero \(2013\)](#)), voice underscores, recommendations for change, planned to profit, the gathering or association.

As per previous researches, Leader responses are the greatest worry of workers in communicating EV ([Pillai & Williams, 2004](#)). Since leaders are pretty much responsible for firm issues, they are probably going to turn into the object of negativity ([Cheng, Chang, Kuo, & Cheung, 2014](#)). The other reason is that leaders hold power and assets, so they have high authority to change circumstances ([Hsiung, 2012](#)). Subsequently, when workers need to express their opinions or thoughts, they should speak with, or stand up to, their directors ([Chen, Wang, & Lee, 2018](#)). Questioning the present state of affairs may make sentiments of inconvenience, so workers need a positive inclination to share or communicate their voice ([Bandura \(2010\)](#)), and this can be satisfied through mental possession ([Maddux, 2016](#)). A feeling of proprietorship urges workers to express their thoughts since they feel like a piece of the firm ([Le et al. \(2018\)](#)). Therefore turned out to apply additional or future endeavors to ensure and improve the firm ([Avey, Wernsing, & Palanski, 2012](#)).

In today's dynamic, growing, and fast changing environment employee voice is one of the key element that effective in crucial and organization effectiveness. In this research, researcher use employee voice as a facilitator and communication in which they shared their concerns, suggestions and ideas and working place issues. Other true fact as per psychological literature someone speak or raise voice when they feel psychological safe in the place whether they are working public or private organizations. However, plethora of information and studies that discussed in Confucian Asian Countries but developing countries like Pakistan still need to discuss.

In literature employee voice defined and consider a very key resources for the organization. However, Literature discussed antecedents and consequences of the voice, but here one more thing that is very important and missing. The opposite behavior of the employee voice need to be discussed for better understanding of the phenomena. The opposite behavior is employee silence, if employees adopt silence behavior which type of consequences organization will face.

E. Psychological Safety

According to the [Schein & Bennis, \(1965\)](#) PS first time introduce in the social science a half century ago. Prior literature is showing if employees feel satisfaction on the workplace, and think their acts are consider important and appreciated and valuable for the organization, due to individuals feel motivation and take responsibilities of the tasks that increase output of the organization ([Hans & Gupta, 2018a, 2018b](#)). However, this type of influence other than leadership is not possible ([Kirkman & Rosen, 1999](#)). Specifically literature shows TFL is one of the leadership style that create a decorum on the workplace where every employees can share his views, ideas, beliefs and experience through their voices ([Kahn, 1990](#)). As per Edmondson (1999) leaders create high level of trust in the organization and in exchange of develop positive behaviour in the employees ([Elsaied, 2018](#); [Homans, 1958](#)). Previous Studies is showing leadership is a key element that positive impact on psychological things ([H. Liao & Chuang, 2007](#); [Nembhard & Edmondson, 2006](#); [Walumbwa, Hartnell, & Oke, 2010](#)). So,

scholars also highlighted TFL is one of the other styles that predict to foster the PS ([Zhou & Pan, 2015](#)).

Moreover, Psychological Safety is difficult to achieve in the organization because one it's achieve due to positive outcomes in individuals and organizational outcomes. Previous studies have also discussed mostly employee voice is consider very challenging and harm for the particular employee but, those employee are more engage and interested to share the opinions where they feel safety is existed. Employees feel if they will speak and discuss the issue of the workplace due to their image in the organization will be damaged, because most probably in Pakistan culture just one boss this is the owner and sole proprietor of the decisions. Another point has highlighted in the literature, even someone feel this is the important and

constructive change but doesn't share just because of he/she reluctant to change.

F. Theoretical Justification

Bandura, published his book and introduced a new theory. The name of the theory is social cognitive theory. Moreover, in 1991 Bandura, add an extension to his previous theory of social cognition. In this theory, Bandura highlights the role of cognition which is a very important role play in performance and behavior. In this theory, Bandura argued human behavior is developed through personal experience and environmental influences. Bandura has been discussed Social Cognitive

Theory covers several functions of the human, like career selection, organizational choice as well as in understanding about classroom environment and achievements.

So, bandura discussed social cognitive theory as learning theory and depend on exchange relationship like an individual can learn by observing others, environment, through behavior and that thing influences his cognition acting this is the key point development of that learning is a reciprocal triadic relationship. TFL has four important characteristics, and through these features, TFL is trained to the employees. Many definitions of leadership are there and explain different perspectives of TFL style. The most famous definition of transformational leader explains individual traits or behavior which influences others with interaction [Bass and Riggio \(2006\)](#), relationship, coaching, mentoring [Bass & Avolio \(1993\)](#), & counseling and also shows administrative guidance and perception of other-regarding legitimacy for you ([Aarons et al., 2017](#); [Girma, 2016](#)).

And as per social cognitive theory, employees learn and are willing to perform, so TFL guides, coach the employees to raise their voice for betterment. Another thing different leadership models are presented & merged but consider TFL is influential best fit model for today environment ([Thibault, 2019](#)) environment (ethical climate) where everyone can learn and perform or equal chance of learning and performing.

1. Transformational Leadership and Employee Voice

Bass, (1985) explain that TFL empower to the employees think innovatively and out of the box, make engagement with them due to they are motivated to perform above expectations and self-interest (Schmitt et al., 2016), stimulate discuss constructive feedback (Bass, 1985), formulate an attractive vision (Rafferty & Griffin, 2004), provide support and personal recognition (Rafferty & Griffin, 2004). Several studies that have conducted different environment TFL motivate, encourage them to share valuable and constructive ideas that beneficial for the organization (Morrison, 2011), and they put efforts and take initiatives above the job requirements (Frese & Fay, 2001). One of the best characteristic of the transformational leader one to one meeting with employees just to give confidence and ask them to share the ideas and suggestion regarding problems (Schmitt., 2016). Scholars also highlighted EV very important role play in the challenging situation or negative consequences. When they are confident and motivated they are taking decisions according to situation in emergency. Because, if they will wait for the process due to organization maybe face losses (Detert & Burris, 2007; Morrison & Milliken, 2000). TFL through his behavior and guidance prepare to the employees how to tackle the status quo, compete other rivals, and how to better perform in averse situation (Detert & Burris, 2007; W. Liu, Zhu, & Yang, 2010). According to the Detert, (2013) leadership consider is a quality that can increase the employee's willingness to raise their voice. As per previous studies transformational leader consider a antecedents of the EV (Detert & Burris, 2007).

TFL is not just motivate to speak up but also give guidance and suggestion about their future perspective like how to achieve goals just through his charismatic personality (Bass, 1985; Bass & Riggio, 2006). Previous research on TFL with emotions, employee performance, satisfactions shown positive results (Kovjanic, 2013). Moreover TFL is positive effect on employee proactive behavior (Hartog & Belschak, 2012; Schmitt, 2016). Transformational leader role to develop behavior, encourage, motivate, and give new thinking in which employee think out of the box, about the organization and supervisor where they ask question. Transformational leader present his self as a role model in front of the employees

(Crant & Bateman, 2000). Openness behavior in the workplace, discussion in issues, seeking feedback, respond properly, taking inputs and raise voice all are the

consequence of the TFL (Ashford, Sutcliffe, & Christianson, 2009; Morrison & Rothman, 2009). Based on theoretical and empirical findings, we propose the following hypothesis.

H: 1 Transformational Leadership is positively associated with employee voice.

2. Transformational Leadership and Psychological Safety

Leader's prior literature is showing a positive impact on their employees on psychological things like PS. (Kahn, 1990; Edmondson, 1999). It's important for the organization's health if leaders have good relations with employees regarding support, trust, resources, confidence, autonomy, and consistency (Kahn, 1990). Appropriate behavior between employees and leaders raises social exchange relations, when employees feel comfortable they perform according to this (Edmondson, 2004). Thus, it needs to see leaders' styles, and how different leadership styles exchange the trust and psychological support to the employees Walumbwa & Schaubroeck, 2009. According to Kahn (1990), if employees feel and predict PS in the workplace, freedom of open communication from the leader's side so, in exchange for this confidence employees raise their voices for the organization's betterment. Walumbwa and Schaubroeck (2009) highlighted the TFL style as one of the best suitable styles that encourage the employees and guide them to learn from their mistakes and grow while they feel psychologically safe. Literature also shows TFL style creates the most suitable environment where employees learn easily without any pressure (Isaksen & Akkermans, 2011). TFL give attention to every employee without biasness, give platform where everyone can speak, shows role model through their actions, and encourage them to increase their performance through ideas, which results in overall lifting up the self-esteem of the followers and motivate them to express themselves better than before (Zaman et al., 2019b; Zaman et al., 2020). Thus, as per the above arguments researcher. Hence, the second hypothesis is stated based on grounds of the above discussion.

H: 2 TFL is positive impact on PS

3. Psychological Safety and employee voice

Literature defines psychological safety as a psychologically satisfying mindset where he/she engages his/herself without fear and rejection. When he/she overcome this fear their performance in the workplace improve on all sides e.g. communication, meeting, discussions, suggestions, and especially in challenging tasks. The concept of PS is a half-century ago when first time discussed in social science studies by Schein and Bennis (1965). Transformational leadership and organizations mutual efforts when employees feel safe in their position. When they feel secure automatically they speak up and participate in discussions. Because they know the leader or organization is giving importance to our opinions and suggestions. They shared their belief and experiences with the (Hernandez et al., 2015). When an organization achieves this type of behavior from the employee side that helps in competing with the competitors. Lyu (2016), defines PS as behavior that performs in adverse situations without fear because this behavior develops to take responsibility for them. Moreover, one of the other best things psychological safe mindset that accepts change easily and performs according to the circumstances. Ps develop behavior and they feel safe at work, grow, and learn lots of things that use and contribute efficient way in the dynamic changing environment (Frazier et al., 2017; Edmondson and Lei, 2014, p. 23). Therefore, Edmondson (2006) found that when respondents perceived that their leaders are inspired and welcomed their ideas, they developed a feeling of PS, and were able to speak up. Also, the result of Yan and Xiao (2016) that PS mediates the relationship between a supportive supervisor and EV. I can postulate that:

H: 3 Psychological Safety is positive impact on Employee voice.

4. Mediates role of Psychological Safety

Literature defines PS as confidence in which employees feel safe in their workplace regarding their actions. They think their task, their efforts, and their voices for the organization are appreciated ([Hans & Gupta, 2018b](#)). Moreover, previous studies show leadership is one of the elements that encourage, support, and facilitate the employees in their tasks. However, this is another debate about which leadership style is more appropriate for PS ([Elsaied, 2019](#)). Prior studies support leadership play role in the feelings of PS. TFL behavior can be the best to foster the PS ([Zhou & Pan,](#)

[2015](#)). This research uses TFL as a predictor of EV through PS. The researcher builds an argument that TFL can manage the environment of the workplace in which everyone feels high PS and accepts his/her mistakes. TFL has different characteristics one of individual consideration.

TFL through individual consideration enhances employees' confidence through the one-to-one meeting, and communication allows for asking the question and giving feedback about previous tasks ([Avolio, Bass, & Jung, 1999](#); [Bass & Riggio, 2006](#); [Girma, 2016a](#); [Li et al., 2016](#)).

This way employees overcome their fear of participation in discussion ([H. Liao & Chuang, 2007](#); [Nembhard & Edmondson, 2006](#)). Second, inspirational motivation is when a leader inspires the employees through his role, communication, and dealings, and presents a role model in front of them ([Avolio et al., 1999](#); [Bass, 1990](#); [Girma, 2016a](#); [Li et al., 2016](#)). Third, idealized influence is also a behavior that leader show in the front of the employees and create an emotional attachment between them, and employees feel safe and raise their voice for betterment ([Avolio et al., 1999](#); [Bass & Riggio, 2006](#); [Girma, 2016a](#); [Li et al., 2016](#)). Studies have discussed, those organizations in which PS is high due to their employees always contributing to discussions, problems, and challenging situations ([Liang, Farh, & Farh, 2012](#)) ideas, and problems with answers ([Dyne et al., 2003](#)).

The researcher already discussed in the above previous studies is showing PS positive role-play in employee voice. But the lack of study is a predictor of TFL ([Detert & Burris, 2007](#); [Zhang, Fang, Wei, & Chen, 2010](#)). Researchers support this argument that TFL key player to enhance the employee's intrinsic motivation, performance, creativity, innovative work behavior, satisfaction, and psychological empowerment and voice ([Afsar, F. Badir, & Bin Saeed, 2014](#); [Duan, Li, Xu, & Wu, 2017](#); [Hetland et al., 2015](#); [Shibru & Darshan, 2011](#); [Shin & Zhou, 2003](#)). TFL fosters EV through its unique characteristics. Hence, the researcher develops assumptions and develops a hypothesis based on previous arguments PS mediate the relationship between TFL and employee voice.

H: 4 PS has mediator effect on the relationship between TFL and Employee voice.

III. METHODOLOGY

The main purpose of this study is to examine the determinants of TFL leading to EV Mediation of PS. The purpose of this study is to discuss the prior literature that will not only support the study, philosophy, and follow with the rationale of preferring it over other philosophies but also make cause on new insights. Furthermore, the researcher has various choices to fulfill the process to complete this study.

The researcher follows research design, Choice, Time Horizon, instrumentation, sampling technique, data collection, and analysis along with other choices within research methodology. After the completion of this study, the researcher is expecting an in-depth literature review and results will essential role play in Small medium-size enterprises. Managers can understand the importance of the leadership role and EV in uncertain environments and complexities. The study will help in making new policies and disciplines for SMEs.

A. Overview

The term “methodology” is the explanation of “how research is conducted” impartial of the results and implications ([Pougatchev, 2008](#)). The methodology helps the researcher to clarify the key relationship among theory, research design, the method followed, and the data collection method. It serves to investigate and assess the constraints of the choices as far as their part in propelling the examination ([Miller, 1984](#)) argues that the premises of investigation and respective results can be obtained by opting for valid research methodology.

Research methodology empowers the researcher to build the inclination of the research paradigm. The study has been conducted keeping in view the nature of its specific research objective, respective research questions, and hypothesis. ([Robson, 2002](#)).

1. Paradigm

Different paradigms and schools of thought in social science and natural science. A brief definition is given below. “Intellectual perception accepted by an individual or a society as a clear example, model, or pattern of how things work in the world. This term was used first by the US science theorist & historian Kuhn (1962) in his book 'The Structure of Scientific Revolution' to state to hypothetical backgrounds within which all scientific thinking and practices operate”. See also a paradigm shift.

We conduct in scientific research three types of research; one is exploratory research,

Descriptive research, and third explanatory research. We choose the positivist paradigm because I conducted the study and research quantitatively.

2. Research Design

Research design highlights how the research will be directed ([Pamela et al., 2002](#)). In this research cross-sectional approach was used. A good research design also reflects a researcher’s inclination for specific measurements of the research process ([Bryman, 2004](#)). The choice of research design is highly critical and is linked with the previous choices such as research philosophy and reasoning approach ([Bryman, 2004](#)). However the important thing is to keep in mind is the appropriateness and suitability of the selected research design with the type of the research questions ([Jonker & Pennink, 2010](#)). Quantitative research design tends to have a more deductive approach as it regularly plans to test a hypothesis utilizing several actualities ([Greener, 2008](#)).

The main objective of this study was to examine how TFL affects EV by taking Ethical Climate as mediation. The Positivist Paradigm approach is used to investigate the relationship between TFL, employee voice, and Ethical Climate (Christiansen and Higgs, 2008).

A quantitative research strategy was used for this study as this approach provides an in-depth examination and afterward can be used in social sciences (Saunders, Lewis, & Thornhill, 2009). This study has used a questionnaire as a measuring tool to collect data because the questionnaire offers reliable primary data

for a large sample size (Saunders et al., 2009). A closed-ended questionnaire was used to encourage higher response (Collis & Hussey, 2014), as close-ended questionnaires are easier for respondents to answer (Saunders et al., 2009). As this research is conducted in Pakistan, data will be collected from the service sector i.e. SME, MNC, FMCG, IT. A cross-sectional research design was used to conduct this research study.

Methodology	
Philosophy	Positivism
Reasoning Approach	Deductive
Research Design	Cross- Sectional
Research Type	Explanatory
Strategy	Survey
Primary Population of Interest	Service sector (SMEs)
Population	SMEs
Sampling Frame	Employees, Top, middle, lower
Unit of Analysis	Individual
Sampling Method	Convenient
Sample Size	
	Using Hair <i>et al.</i> (2010)
Data Collection Method	Self-administered questionnaire, and distribute through google form, emails and physically visited offices
Data analysis	SPSS 21, Macro process for Moderation Analysis

Figure 2 Methodology Details

B. Sampling Technique

Convenience sampling strategy, a type of nonprobability sampling was used to select and approach employees who are available and willing to participate in the study (Clark & Creswell, 2014). In this study convenience sampling was used because of the variable selected like TFL, employee voice, and Ethical Climate some of the respondents hesitate to give the required information. In previous studies, it was stated that self-report for capturing employees' responses will cause method biases. Despite existing evidence, it was suggested that self-report for voice-related variables is an appropriate measure when employees are guaranteed that response will be anonymous (Bennett & Robinson, 2000).

1. Sampling unit

In social science and more specifically in management research, it is regularly the case that the whole population of the exploration is too huge, therefore the researchers can't gather data empirically from all of the population (Christina Quinlan,). In such circumstances, specialist characterizes the number of inhabitants in the exploration, and from that population-related sampling, a unit should be selected (Kothari, 1990).

Henry (1990) states that having a sampling unit leads to even more precision because if the sample is low then more time can be spent on the later part. It has been argued that more than one sampling unit can be selected. Based on the above discussion the sampling units have been selected to be the Services and Telecom sector of Pakistan.

2. Sample Design

[Porta and Keating \(2008\)](#) argued that before gathering information the researcher has to take care of various points such as where to gather the data (population), who will be tuned in (sample), and how to choose them (sampling technique). When dealing with a finite population such as in this study the sample design tells the plan about collecting data from a given population.

3. Sampling Size

Deciding on a suitable sample size is very critical ([Kerlinger, 1986](#)). As per Hair et al, (2006) sampling method, the number of respondents required was drawn as total items multiply with 5 or 10.

4. Mediation Analysis

Regression analysis will be used to measure the Mediation effect. The statistical

significance will be set at 0.05. PROCESS macro for SPSS developed by Andrew F. Hayes (Hayes, 2013) will be used for mediation analysis.

C. Measurement

Data was collected from Google Docs, emails, and visits to offices. Our research will be based on both the male and the female perspective as to how their organization training is impacted by the employee performance in a dynamic environment for the organization. We will also develop a questionnaire based on the variables identified during our research. We then plan to get these questionnaires filled by the employees

1. Independent factor

Transformation Leadership was measured by fifteen items (five-point Likert scale ranging from 1=strongly disagree and 5=strongly agree) including sub dimensions' vision, inspirational communication, intellectual stimulation, supportive leadership, and personal recognition. In this study, we adopted the scale from the study conducted by Rafferty, & Griffin (2004). The respondents were asked to respond to the leadership items by keeping in mind their top leaders like the CEO. The Cronbach's alpha is 0.89 that explains the reliability of the measure as the alpha value of 0.70 is acceptable (Hair et al., 2014).

2. Dependent Factor

The EV scale is adapted from Van Dyne and LePine (1998). The scale measures that how the manager at the firm helps their subordinate to speak and how they encourage the employee's voice. A similar scale was used by Chen and Hou (2016). The six-item scale has Cronbach's alpha is 0.881 that explains the significant reliability of the measure.

3. Control Factor

Previous studies highlighted that some organization characteristics like firm size, years of operations, and sector may affect the relationship with organizational innovation (Donate et al., 2015; Fu, Flood, Bosak, Morris, & O'Regan, 2015; D. Liu, Gong, Zhou, & Huang, 2016). We also considered individual characteristics like gender, qualification, and experience that may influence the relationships (Chen & Hou, 2016; Zhou & George, 2001).

In this study, we used the year of operation, sector, firm size, employees' qualification, and experience as control variables. The similar control variables were used in research related to TFL and organizational innovation (Chen & Hou, 2016; Fu et al., 2015).

IV. ANALYSIS

The purpose of this study is to investigate the mediating role of PS on the relationship between TFL and Employee voice. Table 1 shows mean, standard deviation, Table 2 reliability analysis and table 3 correlation results among variables. The results of correlation analysis explain that independent, dependent and mediating variables are significantly correlate with each other. We have conducted analysis to check the regression assumption's normality, multicollinearity, and auto collinearity. Two observations (outliers) were dropped to fulfill the assumption of normality. The results indicate that the data is normal (Shapiro-Wilk = 0.857). Further, analysis indicates that there is ignorable multicollinearity among the predictor variables as the value of the variance inflation factor (VIF) between 0 and 10 is ignorable. These results also highlight that there is ignorable auto collinearity (Durbin-Watson=2.0) between observations as Durbin-Watson values between 1.75 and 2.25 is in an acceptable range. Table 4 explains the regression analysis, which is statistically significant with R^2 for overall model. Table 4 represents the relationship of TFL with employee performance, and impact of mediating role of PS.

A. Demographic Information

Table 1 Demographic Information

	Frequency	Percent	Valid Percent	Cumulative Percent
Male	237	76.9	77.2	77.2
Female	70	22.7	22.8	100.0
Less than 50	27	8.8	8.8	8.8
Between 51-100	26	8.4	8.5	17.3
Between 101-250	59	19.2	19.2	36.5
Between 251-500	110	35.7	35.8	72.3
Between 501-1000	37	12.0	12.1	84.4
Less than 3 years	50	16.2	16.3	16.3
Between 3-9 years	76	24.7	24.8	41.0
More than 9 years	181	58.8	59.0	100.0
Inter	24	7.8	7.8	7.8
Graduation	83	26.9	27.0	34.9

Table 1 (con) Demographic Information

	Frequency	Percent	Valid Percent	Cumulative Percent
Masters	177	57.5	57.7	92.5
Phd	23	7.5	7.5	100.0
1-2 years	59	19.2	19.2	19.2
2-5 years	90	29.2	29.3	48.5
5-10 years	80	26.0	26.1	74.6
More than 10 years	78	25.3	25.4	100.0

Table one is showing demographical information in which included gender, org size, org age, qualification, experience. Total number of respondents are 307 that has been collected in this research. Frequency column is showing the number of respondents like in total 307 mail participants are 237 and female participants are mentioned 70 and so on.

B. Descriptive Statistics

The averages, standard deviations, skewness and kurtosis coefficients of the questions of the scales used in the research were determined with the SPSS 26.0 program and shown in Table x.

According to Kline (2015), it can be decided whether the collected data set is normally distributed by looking at the skewness and kurtosis coefficients of the questions used in the scales. If the skewness coefficients of the questions used in the scale are between 3 and -3 and the kurtosis coefficients are between 10 and -10, it can be said that the data set is normally distributed (Kline, 2015).

Considering the skewness and kurtosis coefficients obtained in this study, the lowest skewness coefficient was -1.146, the highest skewness coefficient was -0.280, the lowest kurtosis coefficient was -0,642 and the highest kurtosis coefficient was 0.946. Considering the reference values, it can be said that the answers given to the statements are normally distributed.

The averages, standard deviations, skewness and kurtosis coefficients of the questions belonging to the scales used in the research are shown in Table-x.

Table 2 Descriptive statistic

Descriptive Statistics					
	N	Mean	Std. Deviation	Skewness	Kurtosis
	Statistic	Statistic	Statistic		
TFL_1	308	4,13	,998	-1,146	,946
TFL_2	308	4,03	1,024	-1,111	,877
TFL_3	308	3,95	1,010	-,984	,624
TFL_4	308	3,72	1,052	-,637	-,110
TFL_5	308	3,94	1,154	-1,038	,339
TFL_6	308	3,95	1,005	-,831	,146
TFL_7	308	3,78	1,207	-,811	-,199
TFL_8	308	3,80	1,225	-,814	-,338
TFL_9	308	3,77	1,113	-,755	-,063
TFL_10	308	3,93	1,135	-,915	-,031
TFL_11	308	3,81	1,054	-,827	,223
TFL_12	308	3,87	1,022	-,897	,431
TFL_13	308	3,87	1,011	-,979	,704
TFL_14	308	3,89	1,080	-,949	,411
TFL_15	308	3,91	1,098	-,926	,168
TFL_16	308	3,78	1,118	-,774	-,120
TFL_17	308	3,83	1,072	-,737	-,099
TFL_18	308	4,10	1,027	-1,038	,449
TFL_19	308	3,69	1,227	-,612	-,610
TFL_20	308	3,58	1,198	-,507	-,642
PS_1	308	3,98	,829	-,557	,013
PS_2	308	3,63	,865	-,280	-,397
PS_3	308	3,69	,891	-,438	,020
PS_4	308	4,00	,854	-,505	-,284
PS_5	308	3,71	,922	-,382	-,196
EV_1	308	3,65	1,037	-,457	-,278
EV_2	308	3,88	,947	-,585	-,105
EV_3	308	3,48	1,125	-,426	-,418
EV_4	308	3,69	,905	-,649	,475
Valid N (listwise)	308				

C. Factor Analysis

Table 3 Rotated Component Matrix

Rotated Component Matrix		
Transformational leadership _10	0.836	
TL2	0.821	
TL14	0.819	
TL8	0.815	
TL13	0.815	
TL5	0.813	
TL7	0.812	
TL11	0.795	
TL 1	0.793	
TL12	0.793	
TL15	0.772	
TL19	0.770	
TL18	0.756	
TL6	0.739	
TL17	0.735	
TL9	0.706	
TL16	0.706	
TL3	0.701	
TL20	0.672	
TL4	0.601	
Employee voice_1		0.736
EV2		0.733
EV3		0.703
EV4		0.797
PS5		0.741
Psychological_safety_1		0.841
PS3		0.721
PS2		0.887
PS5		0.718

Extraction Method: Principal Component Analysis.
 Rotation Method: Varimax with Kaiser Normalization.
 A. Rotation converged in 5 iterations.

Above table is showing result of Factor analysis. KMO and sampling adequacy is more than five percent in this factor analysis that are acceptable and showing our sampling is adequate. All extraction values are more than three that are acceptable. Second, as per literature if total variance explained more than 50% so its means you can go for further analysis. Because cumulative score is showing these three components explain more than fifty percent of the all items, and basis of all items factor analysis create these three component factors. Third, all factors are

loading in the relevant field. So, as per above table no cross loading exist among components.

D. Reliability Analysis

Table 3 Reliability Analysis

Reliability Analysis	
Variables	Values
TFL	0.967
Employee Voice	0.764
Psychological Capital	0.708

2.439

In social science research before variables relationships with each other check the reliability analysis. Reliability analysis use in social science research. Reliability analysis guide us all item and data are reliable that researcher collected from the respondents.

Number of concerns are discussed in the literature if data not reliable don't move further analysis. So, in social science research ethically responsibility to the researcher apply reliability analysis before further analysis. However, table 3 is showing all the values of variables are reliable, because all values are higher than .7.

E. Correlations

Table 5 Correlation

	TFL	EV	PS	Gender	Org Size	Org Age	Quali	Exp
TFL	1							
	308							
EV	.500**	1						
PS	.352**	.368**	1					
Gender	0.063	0.058	0.008	1				
Org.Size	000	0.082	0.023	0.002	1			
EmpAge	0.055	0.052	-0.109	-.163**	.116*	1		
Quali	-.175**	-0.056	-0.03	.145*	0.082	-0.07	1	
Exp	0.012	.123*	0.044	-.228**	-0.024	.200**	-.158**	1

** . Correlation is significant at the 0.01 level (2-tailed).
 * . Correlation is significant at the 0.05 level (2-tailed).

The results in Table 3 shows that the variables are significantly correlated with each other. The TFL is significantly correlated with (r=.500*, $p<.01$) EV and Psychological Capital (r=.352** $p<.01$), and qualification (r=.488, $p<.01$) but negatively correlated. However, TFL has insignificant correlation with gender (r=.108, $n's.$), and job tenure (r=-.043, $n's.$), employee age (r=.055, $p<.01$), Org size (r=.000, $p<.01$), experience (r=.012, $p<.01$), job nature (r=-.184 $p<.01$), tenure (r=.337, $p<.01$), experience (r=.350, $p<.01$), and qualification (r=.169, $p<.05$). Psychological safety and employee voice just significant with transformational leadership and employee voice and insignificant with other demographic variables.

F. Regression Analysis

You must also make 3regression analysis and mediation analysis (H1) you have only one regression analysis Where are h2 and h3 regression analysis).

Table 5 Regression Analysis

	Voice	P. Safety	
	B	P	B P
TFL	0.4	0	0.252 0
Psychological Safety	0.412	0	

Above Table is showing Regression Analysis between Transformational Leadership and employee voice. In this table transformational leadership positive and significant impact to the

employee voice. P value less than 0.05 that's showing significant value, Beta value 0.4 its means add one percent in transformational leadership due to increase 0.4 in Employee Voice. Second, this table shows transformational leadership positive and significant impact on psychological safety P value is less than 0.05 and Beta value .252. Third, Psychological Safety also positive and significant role play with employee voice, P value less than 0.05 and B value 0.412. According to the statistical values all hypothesis are significant and accepted.

G. Mediation Analysis

(Through Macro process SPSS)

Table 6 Mediation Analysis

Total effect of X on Y								
Effect	se	t	p	LLCI	ULCI	c_ps	c_cs	
.4005	.0397	10.0907	.0000	.3224	.4786	.5815	.4997	
Direct effect of X on Y								
Effect	se	t	p	LLCI	ULCI	c'_ps	c'_cs	
.3385	.0413	8.2053	.0000	.2573	.4196	.4915	.4223	
Indirect effect(s) of X on Y:								
Effect	BootSE	BootLLCI	BootULCI					
PS	.0620	.0204	.0250	.1061				

The results of Table 4 reveal that TFL is positively associated with EV ($\beta=.3385$ and $p<0.05$) significantly. Thus, the results, fully confirm H1. Second hypothesis also fully confirmed because TFL and Psychological Capital also significant ($\beta=0.252$ and $p<0.05$). Results revealed Third hypotheses confirmed Psychological Capital and Employee Performance significant with each other ($\beta=0.412$ and $p<0.05$). The PROCESS add-on for SPSS developed by Andrew F. Hayes was used to test the mediation role. The results of process highlighted that Psychological Capital role mediating the relationship between TFL and Employee Voice.

H. Hypothesis Result Table

Table 7 Hypothesis

Hypothesis Numbers	Hypothesis	P value	Results
H1	TFL is positive impact to the Employee Voice.	000	Accepted
H2	TFL positive impact to the Psychological Safety	000	Accepted
H3	Psychological Safety Positive impact to the Employee Voice.	000	Accepted
H4	PS has mediator effect on the relationship between TFL and Employee voice.	000	Accepted

V. CONCLUSION, LIMITATIONS AND RECOMMENDATIONS FOR BUSINESS MANAGERS AND FUTURE RESEARCHERS

A. Conclusion

The primary objective of this study is to investigate the impact of Psychological Capital on the relationship between TFL and EV within the context of SMEs. The findings of our study contribute to the existing literature on leadership, EV, and Psychological Capital by explaining the relationship between TFL and EV and Mediating role of Psychological Capital. Previous research has explained the direct impact of different leadership styles on voice behavior (Chen & Hou, 2016; Gao et al., 2011; Schmitt et al., 2016) but there is a need to explore the Psychological factor's impact on this relationship (Chen & Hou, 2016). Limited literature is available on the Mediation effects on the relationship between leadership, and EV in SMEs despite the potential of innovation in SMEs (Dunne et al., 2016). To address this gap, our study considered Psychological Capital as a mediating element to explain the relationship between TFL and EV in SMEs operating in Pakistan. In general, the findings of our study provide support for all the hypothesized relationships and indicate that TFL may influence employees in SMEs and PS positive significant impact between TFL and voice.

First, the findings of this Research indicate that TFL has a significant impact on EVs. This significant impact is just possible to the unique characteristics of the TFL in which transformational leaders give vision to the employees and motivation on how to achieve (Rafferty & Griffin, 2004).

Moreover, TFL through his consideration with employees motivated to perform well beyond expectations because employees feel they are working in a safe environment and promotes a work environment in which employees feel safe. TFL allow them to come and participate through constructive suggestion for the organization's betterment (Ashford et al., 2009).

The second and most important finding of this research study is the mediating effect of PS on the relationship between TFL and employee voice. The mediation results indicate that PS significantly plays a mediating role in the relationship between TFL and employee voice. The social cognitive theory explains that leadership success depends upon both internal and external situational factors. TFL impact the employees' behavior to share their novel and creative ideas by providing them vision, inspiring and motivating by seeking feedback and individual consideration. In response to the leader's inspiration, motivation, individualized consideration, and intellectual stimulation followers think "out of the box" (1997), adopt exploratory thinking processes (Sosik, Avolio, & Kahai, 1997), and challenge the status quo (Hater & Bass, 1988). This relationship is dependent on employees' perceptions of knowledge sharing policies, procedures, and utilization of their ideas and suggestions. The results of our studies support the findings of this study that PS and leaders' behavior impact followers' actions.

This paper examined the mediating role of PS on the relationship between TFL and EV in the context of Pakistani SMEs. SMEs is the backbone of Pakistan, as per the survey more than eighty percent of the organization are small medium enterprise. So, the findings of this research will effective role-play in this sector. The findings of this research validated that TFL positively affected EV. Furthermore, it is found that PS positively influences the impact of TFL on EV. Now, these findings not only help the academic experts or researchers but also the managers and owners that implement within the organization for better results. We contend that these findings have practical implications for SME managers as they can help understand the role of leadership and knowledge-sharing culture to promote EVs.

Management and policymakers may use the findings to develop and implement strategies accordingly. When policymakers and managers implement these findings after some time results will come out. Employees feel confident to raise voices and participate in challenging situations. In the future perspectives need more variables to test as mediators particularly psychological and moderators also that influence the relation like instability in politics.

B. Limitations and Recommendations for Business Managers and Future Researchers

Some limitation of this study is providing future research directions. In research longitudinal approach is considered a more appropriate design of research but the researcher is using cross-sectional to gather the data from the respondents. So, for next studies need to use longitudinal design rather than cross-sectional. Third, future research may collect data from both leaders and followers for a clear picture of the study, in this study researcher collect data from the employees. This study tested the mediation role of PS on the relationship between TFL and employee voice, but there is a need to discover more variables that will use in this mechanism. Future studies may examine the relationship including the mediating role of self-efficacy.

This paper examined the mediating role of PS on the relationship between TFL and EV in the context of Pakistani SMEs. The findings of this research validated that TFL positively affected EV. Furthermore, it is found that PS positively influences the impact of TFL on EV.

We contend that these findings have practical implications for SME managers as they can help understand the role of leadership and knowledge-sharing culture to promote EVs. Management and policymakers may use the findings to develop and implement strategies accordingly.

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APPENDIX

APPENDIX A Research Questionnaire

APPENDIX B Ethical Approval Form

APPENDIX A Questionnaire

Dear Respondent,

This research is being carried out as a part of my thesis leading to MBA Program's course work at the Istanbul Aydin University. The objective of this research is to support Pakistani organizations' decision makers with a better indigenous understanding of the role of leadership configurations can play in enhancing employee voice. This is entirely an academic research and any information that you share will be used with complete anonymity and professional confidentiality. Your name/ company will not be identifiable in the data set or the findings. However, if you would like, the general findings of this research will be provided to you through email. Your generous contribution would be helpful for the completion of this research. Hoping to see your positive response.

Please provide your contact detail if you would like us to share general and anonymous findings of this research.

Name: Muhammad Anas

Istanbul Aydin University

Istanbul, Turkey

Postal Address:

Please provide the following information:

Organization Name: _____

You're Designation: _____

Gender: Male Female

Your Job Experience: 1-2 year's 3-5 Year's 6-10 Year's 10+ Year's

You're Qualification: Inter Graduation Master
MS/M.Phil. PhD

You're Organization Age: Less than 3 year's 3-9 years'
More than 9 years

My team leader makes me back up my opinion with good reasoning.					
My team leader always mobilize a collective sense of mission.					
My team leader suggests new ways of completing the task assigned.					
C. Individualized Consideration					
My team leader gives personal attention to me when I seem neglected.					
My team leader finds out what I want and helps me to get it.					
My team leader appreciates when I do good job.					
My team leader spends time in coaching and teaching every staff member.					
My team leader treats me as an individual rather than just a member of the group.					
D. Inspirational Motivation					
My team leader sets high standards for my work.					
My team leader is a role model for me.					
My team leader develops ways to encourage me.					
He talks optimistically about the future.					
I have complete confidence in him/ her.					
PS (Edmondson's (1999)					

I'm able to bring up problems and tough issues.					
People in this organization sometimes reject others for being different					
It is safe to take a risk in this company					
It is easy for me to ask other members of this company for help					
No one in this company would deliberately act in way that undermines my effort					
EV(Van Dyne and LePine (1998))					
Particular employee recommendations to me about ways to improve work procedures in my work unit					
Particular employee encourages others to speak up to me about work-related issues in my work unit.					
Particular employee communicates his opinions about work issues to me even if his/her opinion is different and I disagree with him/her					
Particular employee keep me will informed about issues when his/her opinion might be useful to me					
Particular employee gets involved in issues that affect the quality of work life in my work unit					
Particular employee speaks up to me with ideas for new projects or changes in work procedures					

APPENDIX B Ethical Approval Form

Evrak Tarih ve Sayısı: 02.03.2022-42913



T.C.
İSTANBUL AYDIN ÜNİVERSİTESİ REKTÖRLÜĞÜ
Lisansüstü Eğitim Enstitüsü Müdürlüğü

Sayı : E-88083623-020-42913
Konu : Etik Onayı Hk.

02.03.2022

Sayın MUHAMMAD ANAS

Tez çalışmanızda kullanmak üzere yapmayı talep ettiğiniz anketiniz İstanbul Aydın Üniversitesi Etik Komisyonu'nun 28.02.2022 tarihli ve 2022/03 sayılı kararıyla uygun bulunmuştur. Bilgilerinize rica ederim.

Dr. Öğr. Üyesi Alper FİDAN
Müdür Yardımcısı

Bu belge, güvenli elektronik imza ile imzalanmıştır.

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RESUME

Name and surname: Muhammad Anas

Education

01/09/2013–01/09/2017 – Bachelors of Computer Science (4 Years)

COMSATS University Pakistan, Attock campus

01/09/2019–01/09/2022 – Masters in Business Administration

Istanbul Aydin University

Work Experience:

2019-2022 Turk Kapi- Marketing Executive

2018-2019-Hashage Digital Marketing- Marketing Executive

Languages:

- English: Advanced
- Turkish: Good
- Urdu: Expert

Skills

-Public Speaking

- Event Management