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THE IMPACT OF SUPPORTIVE LEADERSHIP AND PERCEIVED SUPERVISOR VOICE BEHAVIOR ON EMPLOYEE VOICE BEHAVIOR

Kehkashan Nizam
Ph.D. Scholar
Department of Business Administration
Iqra University, Karachi, Pakistan
kehkashan.60003@iqra.edu.pk

Abstract

The purpose of this research is to analyze the impact of supportive leadership and supervisor voice behavior on employee voice behavior in the ceramic industry in Pakistan. The study also aims to investigate the role of trust in the supervisor as a mediator between the independent and dependent variables. The data was collected through a survey questionnaire from 180 employees working in ceramic companies in Karachi, Pakistan. The statistical analysis was conducted using SPSS and PLS-SEM to test the hypotheses. The findings of the study indicate that both supportive leadership and supervisor voice behavior have a positive effect on employee voice behavior. This implies that when employees perceive their supervisors to be supportive, and they provide opportunities for employee participation and involvement, they are more likely to voice their opinions and ideas freely. Additionally, supportive leadership has a direct and positive impact on employee voice behavior. This implies that when employees receive supportive leadership, they are more likely to voice their opinions and ideas. The study also found that trust in supervision mediates the relationship between supervisor voice behavior, supportive leadership, and employee voice behavior. This suggests that when employees trust their supervisors, they are more likely to perceive their supervisors as providing a supportive leadership style and engaging in voice behavior, which ultimately leads to increased employee voice behavior. The research provides valuable insights for managers and supervisors in Pakistan's ceramic industry. It highlights the importance of supportive leadership and supervisor voice behavior in promoting employee voice behavior. Managers and supervisors can use this information to create a positive work environment that encourages employee participation and involvement. They can also work towards building trust with their employees to increase their perceptions of supportive leadership and supervisor voice behavior.

Keywords: Perceived Supervisor Voice Behavior, Employee Voice Behavior, supportive Leadership, Trust in Supervisor

Introduction

Positive voice behavior plays a significant role in maintaining a a positive work environment, improving the organization's status quo and developing new ideas related to work that lead to the growth of the organization (Zhou, LIao, Liu, & Liao, 2017). The voice behavior of employees is positively influenced by support and the voice behavior of the supervisor at work (Yao, Zhang, Liu, Zhang, & Luo, 2019). Trust, the behavior of voice of employees and supervisor and the support of supervisor are considered important in the organization (Thessin, 2019).

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Success requires employees' handwork to accomplish the goal that needs motivated employees who work constantly and energetically, exchange information to increase the skills and positive behavior of the employees, and fulfill the needs and wants of the employees to increase the positive behavior work (Weiss, Grote, Kolbe, & Grande, 2017). A leader's antecedents support and characteristics, give strength to the employees, increase the trust and influence positive behavior of voice of employees (Nguyen, Haar, & Smollan, 2020). Therefore, this study aims to determine the impact of support and supervisory voice behavior on the voice behavior of employees in the ceramic sector in Pakistan.

The manufacturing industry, including Pakistan's ceramic industry, has been growing day to day. It comprises top companies and has a majority market share, including Master Tiles, Stiles and Karam Ceramics. According to statistic.com, Pakistan exported ceramic products at $6.88 million in 2020, which was lower than in 2019 and decreased by 2.8%. However, exports are forecasted to reach up to $8.9 million by 2025. The ceramic product's top destinations will include the UK, Saudi Arabia, Afghanistan, and UAE by 2020. Moreover, the import of ceramic products was $81 million in 2020, which decreased by 32% as compared to 2019. Top ceramic product import trading partners include China, Turkey, Germany, and Iran. Previous studies found positive effects of support and voice behavior of supervisors and behavior of employees that are as follows;

Firstly, supportive leadership is considered an important factor that positively affects the voice behavior of employees and trusts (Tourigny, Han, Baba, & Pan, 2017). Supportive leaders offer socio-emotional and instrumental support to the employees (such as time flexibility, promotions, food, self-esteem etc.). Further, providing help in alleviating and preventing stress and becoming trustworthy for the employees positively affects their voice behavior [OBJ]. [OBJ] It found that social support, including coworkers' and supervisors' support, has a positive effect on the ports have a positive impact on the trust and voice behavior of employees. The study demonstrated that supervisor support increases trust in supervision, which significantly increases the gentle behavior of employees.

Zhou et al. (2017) Argued that supportive leadership by considering the informal and formal offer of support and usage of resources. Li and Suna (2015) Argued that more resources and support offered by leaders positively enhance the trust in supervisors and voice behavior of the employees. Further, leaders provide flexible work hours, enabling workers to accomplish non-work and work responsibilities and commitment. The nature of a leader depends on the environment and psychological conditions that enhance the worker's capability to do activities to accomplish the tasks, which leads to promoting the trust and positive voice behavior of employees (Yao et al., 2019).

Secondly, the behavior of the supervisor is considered an important factor that positively affects the voice behavior of employees and trust (Tourigny et al., 2017). It refers to the behavior of leaders toward workers that would allow the workers to achieve career growth and speak up for their weaknesses and problems (Son, 2018). Rasheed, Shahzad, and Nadeem (2020) found that transformational supervisors (namely, support, vision, inspirational behavior and communication, personal

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identification and intellectual stimulation) affect employee behavior and increase process and product innovations. Yao et al. (2019) Found that the positive behavior of supervisors and employees is mediated by trust, whereas stress negatively mediates the relationship between a leader's behavior and employee behavior.

Thirdly, Trust plays an essential role as it mediates the relationship between support and the voice of the supervisor and the voice behavior of employees (Li & Suna, 2015; Nguyen et al., 2020; Qi & Liu, 2017). Supervisors' trust is described as being willing to follow the leader by their subordinates (Weiss et al., 2017). Employees rely on their supervisors because they believe that every act of their leader is for benevolence (Li & Suna, 2015). Employees monitor, adopt or adapt the behavior of the supervisor, which significantly increases trust and positively influences the behavior voice of employees (Tourigny et al., 2017).

Moreover, top management, leaders, or supervisors become trustworthy for the employees if the language used by the supervisor is gentle and kind, which also maintains the environment of the organization positively with better outcomes such as positive employee voice behavior (Thessin, 2019). The director’s voice conduct gives huge expressive gestures identified by employees. Directors’ fitness and capacity that builds representative trust in the manager. Since bosses who effectively talk to give new proposals and thoughts regarding business-associated problems are considered able and dependable pioneers, their voice behavior is a significant indication of becoming representative of manufacturing and their confidence in directors (Weiss et al., 2017).

At the organization, success requires employees’ handwork to accomplish the goal that needs motivated employees who work constantly and energetically, exchange information to increase the skills and positive behavior of the employees, and fulfill the needs and wants of the employees to increase job satisfaction (Weiss et al., 2017). A leader’s antecedents support and characteristics, give strength to the employees, increase the trust and influence positive behavior of voice of employees (Nguyen et al., 2020).

Subsequently, existing literature inspired by the above studies aims to determine the impact of factors that positively influence employee voice behavior. First, the objective is to determine the impact of supportive leadership, the voice behavior of supervisors, and trust on the voice behavior of employees working in Pakistan's ceramic industry. Second, the objective is to examine the role of trust as a mediator between supportive leadership, the voice behavior of supervisors, and the voice behavior of employees working in Pakistan's ceramic industry.

Trust in Supervisor

Trust in Supervisor is the belief in the supervisor's ability, truthfulness, and dependability, according to Y. L. A. Lee, Malik, Rosenberger III, and Sharma (202), and the willingness to accept the consequences of the supervisor's actions based on the trustor's belief that the supervisor will complete a specific task relevant to the trustor, regardless of the ability to monitor the other person, as stated by Kipkosgei, Son, and Kang (2020).

Employee Voice Behavior

Employee Voice Behavior refers to work-related attitudes and behaviors that involve speaking up about weaknesses and problems in the workplace, which is related to organizational sustainability, according to Li and Suna (2015).

Theoretical framework

The theoretical framework of this study uses social learning theory (Albert Bandura, 1986), social information processing theory (Salancik & Pfeffer, 1978), social exchange theory (Blau, 1964), and job control support model (Karasek, 1979) to investigate the factors that affect employees' voice behavior in the ceramic industry of Pakistan. This study aims to expand our understanding of the impact of supportive leadership, the voice behavior of supervisors, and trust on the voice behavior of employees.

Albert Bandura (1986) stated that by observing and monitoring the behaviors of other people, individuals learn more and determine the positive or negative consequence of the behavior that affects an individual both positively or negatively. Previous studies on the relationship between supervisors' voice behavior and employees apply this theory (Polatcan, 2020; Qi & Liu, 2017; Rasheed et al., 2020; Son, 2018). Further, workers learn practices by encountering and watching their supervisor and copying this behavior. The social data preparing hypothesis proposes that people use data from the prompt work setting as meaningful gestures to interpret occasions and create assumptions regarding proper mentalities and practices. (Son, 2018)

Social information processing theory Salancik and Pfeffer (1978) states that individual job characteristics, perceptions, and needs are not fixed and that they significantly (positively or negatively) affect employees' behavior, and it depends on the environment of an organization that makes changes in employees' behavior. Previous studies applied that theory to the relationship between the voice of supervisors and employees that is mediated by trust (Son, 2018; Thessin, 2019; Tourigny et al., 2017; Weiss et al., 2017; Yao et al., 2019).

Social exchange theory, proposed by states, states that a valuable resource exchange is one in which benefits are expected between two parties. This theory reduces the expected cost and maximizes the benefits that will affect the actions of individuals (Rasheed et al., 2020). However, the present study justifies that the behavior of supervisors enhances the trust and employees' behavior of voice that indicated beneficial for the organization and employee performance, productivity success, and career growth (Polatcan, 2020).

Hypotheses development

Supportive Leadership and Trust in Supervisor

It is defined as the extent to which a supervisor or leader gives value to the contribution of employees and takes care of their employees at the workplace (Talukder et al., 2018). It creates a situation that lifts regard, trust, participation and

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Passion (Tourigny et al., 2017). It refers to the degree to which leaders support their subordinates through energetic participation in resolving complex situations, like unlocking, sincere, and reasonable communication (Weiss et al., 2017). Pioneers' support has been decisively identified with more significant levels of prosperity, maintenance, and execution for subordinates and through lesser levels of mental results, for example, tension, despondency, stress, and terrible pressure issues (Thessin, 2019).

The previous researcher found a positive effect of supportive leadership on trust in supervision. They argued that organization requires their staff to interrelate environmental changes and challenges with no fear of sharing their information and relevant knowledge, able to broadcast their own and team ideas that positively or fear of sharing their information and relevant knowledge able to broadcast their own and team ideas that affect trust (Qi & Liu, 2017).

Supporting and encouraging workers to convey their thoughts passionately and taking suggestions on work-related critical issues in organizations affects the trust in the supervisor (Son, 2018). Encouragement is an essential tool that can play a role in efforts to look at productivity, improvements, quality at the place of work, employees' trust towards supervision and employees' behavior (W. R. Lee et al., 2021). Therefore, it directly connects to the organization's continued existence and expansion (Nguyen et al., 2020). Leaders generate opportunities and become trustworthy for employees in support of voice behavior by giving their staff formal and informal voice mechanisms. On the other hand, it also outlines the cognitive factors that drive the judgment to speak employees' minds (W. R. Lee et al., 2021). Thus, from the above empirical studies, the hypothesis is being developed;

H_1: Supportive Leadership has a positive impact on trust in supervisor

Supervisor Voice Behavior and Trust in Supervisor

It is defined as the behavior of a supervisor who proactively makes changes that are constructive and challenge the status quo (Son, 2018). The behavior of the supervisor was found to be the solitary most significant pointer of a representative's proactive exertion at work. Consequently, it has gotten incredible consideration from specialists (Yao et al., 2019). It is an extraordinary incentive for the work environment (Tourigny et al., 2017). The essential of this is to recommend better approaches for undertakings and propose new plans to improve employee behavior at work (Li & Suna, 2015). Proactive character alludes to the individual qualities with which representatives use exertion and constancy to attempt to shape a domain (Ji & Jan, 2020).

Previous researchers found a positive effect of the voice behavior of supervisors on trust in supervision (Ji & Jan 2020; Li & Suna, 2015; Qi & Liu, 2017; Thessin, 2019; Tourigny et al., 2017). The consequences indicated that mutually helpful leadership and proactive personality have an optimistic and considerable that increases trust (Son, 2018). Additionally, the outcome shows that psychosomatic safety totally mediated the associations between trust in supervision, proactive personality and employee voice behavior. Yao et al. (2019) argued that the voice behavior of employees and career success increases to the positive voice behavior of the supervisor

(proactive character). The reason behind that is subordinate proactive character and emotional assessments with their leaders or supervisor in order to get trust, which leads to success in career growth.

Zhou et al. (2017) Found that leader behavior or impressions that include prosocial and self-serving increase trust and make employees speak up in high-tech companies in China. The results demonstrated that crisis prevention, learning of the group, and capability of innovation positively influence trust in supervisors, are beneficial for the companies and reduce threats and risks. Weiss et al. (2017) Examined the relation between language or voice of leader that promotes behavior of voice of employees in teams of multi professionals. The study found that the behavior of the supervisor makes the supervisor trustworthy and encourages employees to play behaviors that play an extra role and benefit the growth of the organization as well. Thus, from the above empirical studies, the hypothesis is being developed;

H_2: Supervisor voice behavior has a positive impact on trust in the supervisor

Supportive Leadership and Employee Voice Behavior

The previous researchers found a positive effect of supportive leadership on employee voice behavior (Li & Suna, 2015; Thessin, 2019; Tourigny et al., 2017; Weiss et al., 2017; Yao et al., 2019). W. R. Lee et al. (2021) Examined feedback from supervisors on the behavior of employees working in Korea's service, distribution, and manufacturing industries. The study found a positive effect of leaders' support by positive feedback for employees' work that encourages employees and innovates the behavior of employees and autonomy. Li and Suna (2015) Examined cross-level evaluation of Chinese leadership and voice behavior of employees in multiple Chinese organizations. The study found that leadership support has a positive effect on the behavior of employees. In contrast, power distance and authoritarianism have negative associations with the behavior of employees.

Tsang-Lang Liang, Hsueh-Feng Chang, Ming-Hsiang Ko, and Chih-Wei Lin (2017) Explored the association between leadership transformational and behavior of voice of employees in the present identification and engagement of work as a mediator, employees working in the hospitality industry in Taiwan. The study found a positive effect of leadership characteristics (support, vision, personality) on the behavior of the employees, demonstrating that the dedication of employees and prosocial behavior is positively related to the implementation of transformational leadership. Janssen and Gao (2013) Examined responsiveness of supervisory and self-perceived status of employees and behavior of employees in the manufacturing industry of China. The study found a positive effect of the support of a supervisor that significantly increases the employee's confidence to speak up about weaknesses and problems and develop self-efficacy.

Thus, from the above empirical studies, the hypothesis is being developed;

H_3: Supportive Leadership has a positive impact on employee voice behavior

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Supervisor Voice Behavior and Voice Behavior of Employee

Multiple studies have found that there is a positive correlation between supervisor voice behavior and employee voice behavior. For instance, Ji and Jan (2020), Nguyen et al. (2020), Qi and Liu (2017), Thessin (2019), and W. R. Lee et al. (2021) all support this claim. Son (2018) also examined how supervisors can encourage employee voice behavior through social learning and information processing theory. Their study found that promoting open communication and providing insight into the considerations that help voice the behavior of employees have a positive impact. Perceived supervisor voice behavior was found to be highly correlated with the voice behavior of workers and confidence in supervisors. Trust in supervisors was also found to mediate the association between apparent management voice behavior and the voice behavior of employees, with trust and employee voice behavior found to be stronger for female staff.

Weiss et al. (2017) explored how a leader's language or voice can influence employee voice behavior in multi-professional teams. The study found that supervisor behavior can increase trust in the supervisor, encourage employees to engage in extra-role behaviors and promote organizational growth. Nguyen et al. (2020) investigated how supervisor support can impact employee turnover intention in the hospitality industry in New Zealand. They found that support from leaders or supervisors can increase employee trust in their supervisor, enhance employee behavior, and reduce turnover intention.

W. R. Lee et al. (2021) suggest that leaders can promote employee voice behavior by providing formal and informal voice mechanisms, as well as by understanding the cognitive factors that drive employees' judgment to speak their minds. The thesis (2019) examined how supervisor productivity and behavior can impact employees in a school in the USA and found that a productive supervisor positively affects employee learning and that collaborative work leading can enhance employee learning at the Mid-Atlantic school. Based on the above empirical studies, it can be hypothesized that supportive leadership and perceived voice behavior of supervisors have a positive effect on employee voice behavior, and trust in supervision mediates this relationship.

H_4: Supervisor voice behavior has a positive impact on employee voice behavior

Trust in Supervisor and Voice Behavior of Employee

Trust is the degree to which individuals are happy to depend upon others and make themselves defenseless against them (Li & Suna, 2015). With time, various examinations have uncovered that more worker faith in their managers results in positive work results, for example, further collaboration, better hierarchical right of abode practices, upgraded bunch execution and improved hierarchical performance. A detailed study revealed that workers' views of supervisor practices and mentalities assume a significant job in building trust in management (Ji & Jan, 2020). An analytical consideration has demonstrated that trust in associations is absolutely connected with subordinate voice conduct. (Tourigny et al., 2017)

Previous studies found a positive impact of trust in supervision on employee

voice behavior (Li & Suna, 2015; Tourigny et al., 2017; Weiss et al., 2017; Yao et al., 2019; Zhou et al., 2017). Tourigny et al. (2017) selected the insurance industry in China to evaluate ethical leadership as an independent variable, organization identification as a mediator, organizational trust as a moderator and employee voice behavior as the dependent variable. The data collected by 293 supervisors paired with their subordinates disclosed that moral administration emphatically identifies with representative voice conduct and that association ID completely intervenes in the positive impact of moral authority on worker voice conduct. We additionally found that association trust directs the connection between the association's recognizable proof and the worker's voice.

Li & Suna, (2015) A research paper was published named "A Qualitative Meta-analysis of Trust in supervisor-subordinate Relationships.". This examination explores factors influencing subordinates' trust in their administrator and the results of such a confiding-in-a relationship. A qualitative study was conducted by trust literature manager properties subordinate traits, relational procedures, and hierarchical qualities are highlighted in this Meta-analysis. Authors distinguish three classifications of trust results: subordinates' work conduct, subordinates' mentality towards the chief, and authoritative level impacts.

Leader trust and employee voice; the moderating role of empowering leader behavior conducted by (Yao et al., 2019). This paper investigated how employees' trust in their leaders collaborated with enabling supervisor behavior in advancing worker voice. This research depended on 314 respondents, all of whom are employees of the telecommunication industry based in China. Confirmatory factor analysis was used to evaluate the respondent data. The consequences of the analysis showed that the connection between leader trust and employee voice turned out to be increasingly positive when enabled authority was higher instead of lower. Furthermore, empowerment has three dimensions: participative judgment assembly, informing, and training. Thus, from the above empirical studies, the hypothesis is being developed;

H_5: Trust in the supervisor has a positive impact on employee voice behavior

Supportive Leadership, Trust in Supervisor and Employee Voice Behavior

Previous studies found that trust in supervision mediates the association between supportive leadership and employee voice behavior (Ji & Jan, 2020; W. R. Lee et al., 2021; Li & Suna, 2015; Yao et al., 2019; Zhou et al., 2017). Ji and Jan (2020) Investigated the effect of support on trust in supervisors and coworkers' employees working at the coffee shop in Korea. The study found a positive effect of support on trust, demonstrating that support from a supervisor increases the trust of employees towards their supervisor, which significantly increases the interest of employees in work. Flavian, Guinalíu, and Jordan (2018) Investigated consequences and antecedents of trust on a team leader of a virtual group. The study found support for increased trust that significantly changes the negative behavior of employees into positive, leads to the efficiency of the organization, and maximizes the efficiency of teamwork.

W. R. Lee et al. (2021). examined feedback from supervisors on the behavior of employees working in Korea's service, distribution, and manufacturing industries.

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H_6: Trust in supervisor mediates the association between supportive leadership and employee voice behavior

Supervisor Voice Behavior, Trust in Supervisor and Employee Voice Behavior

Previous studies found that trust in supervision mediates the association between supervisor voice behavior and employee voice behavior (Ji & Jan, 2020; Li & Suna, 2015; Qi & Liu, 2017; Thessin, 2019; Tourigny et al., 2017). Bergeron and Thompson (2020) Investigated the relationship between speaking up for employees at the organization, support, perception and behavior of the voice of the supervisor. The study found that supervisor behavior positively increases the trust that leads to positive behavior of employees at work. The employees always monitor their supervisor, and leaders copy their behavior, which leads to success and career growth. Son (2018) Argued that suggestions and advice by supervisors positively influence the behavior of employees. Gestures, dedication, professionalism, identification and acceptance increase the trust of employees toward supervisors and positively improve the behavior of employees at an organization.

Rasheed et al. (2020) Examined the effect of transformational supervisors on employee behavior for process and product innovation at SMEs in Pakistan. The study found transformational supervisors (namely, support, vision, inspirational behavior and communication, personal identification and intellectual stimulation) positively affect employee behavior and increase process and product innovations. Yao et al. (2019) Examined the association between leadership narcissism and behavior of voice in the presence of trust, stress and traditional rules in China. The study found that the positive behavior of supervisors and employees is mediated by trust, whereas stress negatively mediates the relation between leader behavior and employee behavior. Thus, from the above empirical studies, the hypothesis is being developed;

H_7: Trust in supervisor mediates the association between supervision voice behavior and employee voice behavior

Conceptual Model

Based on the above theory and literature discussion on the behavior of employees' voices that increase by support, trust, and the behavior of supervisors' voices, the research model has been developed and shown in Figure 2.1. The research model includes two independent variables, support and voice of behavior of the supervisor, one mediator, trust, and one dependent variable, the voice of behavior of

employees.

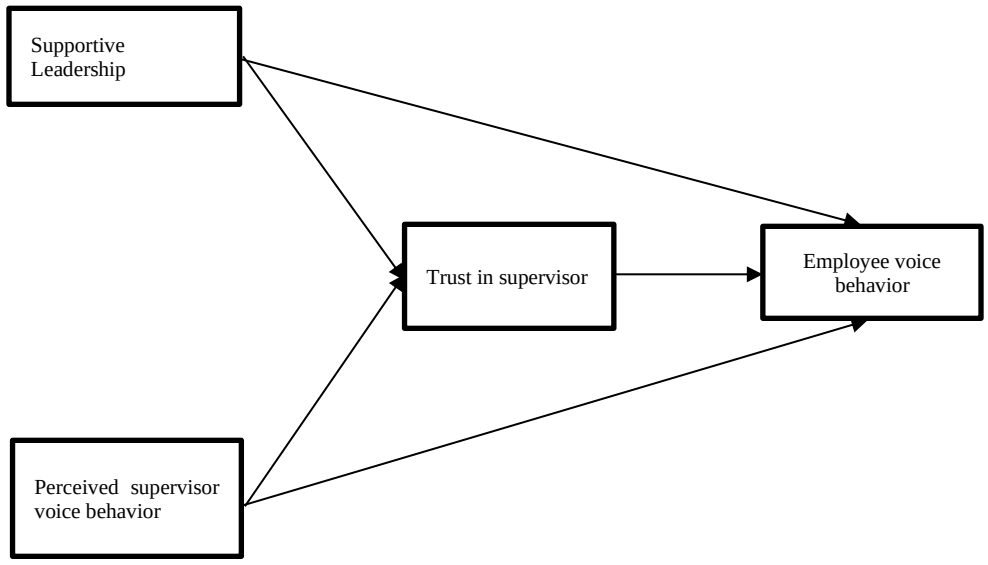


Figure 1 Conceptual Model

Hypotheses development

H_1: Supportive leadership has a positive impact on trust in supervisors.

H_2: Perceived supervisor has a positive impact on trust in supervisor.

H_3: Supportive leadership has a positive impact on employee voice behavior.

H_4: Perceived supervisor voice behavior has a positive impact on employee voice behavior.

H_5: Trust in supervisor positively reflated to employee voice behavior.

H_6: Trust in supervisor mediates the impact of supportive leadership and employee voice behavior.

H_7: Trust in supervisor voice behavior on employee voice behavior.

Research Approach

In this study, an explanatory research approach was used to examine the impact of supervisor support and voice behavior on employee trust and voice behavior. The research follows a quantitative approach, which uses mathematical techniques and numerical analysis of data to examine the causes and effects of a problem.

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Research Design

The research design is correlational, which examines the association between variables. The sampling technique used in this study is convenience sampling, where participants are easily available and reachable to the researcher. The target audience/population for this study is employees working in the ceramic industry of Karachi, Pakistan. A total of 200 samples have been collected and analyzed to measure the statistical outcomes, and conceptual model hypothesis results to seek the relations between support and behavior of voice of supervisor and employees and trust in the ceramic industry of Pakistan. (Page & Meyer, 1999; Apuke, 2017; Samuel & Okey, 2015; Etikan, 2016; Kline, 2015)

Questionnaire and measurement instrument

The data collection instruments for this study were constructed using a questionnaire with 20 items, which uses a five-point Likert scale ranging from strongly disagree (1) to agree (5). The study used this questionnaire to collect data from respondents and determine the relationship between the independent variables (IVs) and dependent variables (DV).

For the supervisor's voice behavior, the study adopted five items from Zhao, Jiang, Peng, and Hong (2020). Similarly, for the support of the supervisor, the study adopted five items from Rafferty and Griffin (2004), and for trust, the study used five items from Schoorman and Ballinger (2006). For the behavior of employee voice, the study used five items adopted from Van Dyne & LePine (1998).

Table 1: Items Representing the Variables

Section	Variables	Items	Reliability	Source
A	Demographic Information	7		Self-Constructed
B	Supportive Leader	5	0.91	(Rafferty & Griffin, 2004)
	Employee Voice Behavior	5	0.86	(Van Dyne & LePine, 1998)
	Perceived Supervision Voice Behavior	5	0.79	(Zhao et al., 2020)
	Trust in Supervisor	5	0.74	(Schoorman & Ballinger, 2006)

Statistical Techniques

In this study, the data collected was analyzed using two software programs: SPSS and PLS-SEM. The SPSS software was used for preliminary analysis of the data sample, while the PLS-SEM software was used to evaluate both the structural and

Measurement models. This approach was recommended by Salem and Salem (2019) and Soomro (2019).

To analyze the relationship between the hypothesized model variables, the study utilized the Structural Equation Modeling PLS-(SEM) approach. For this statistical technique, Smart PLS 3.2 software was employed. Wong (2013) described this software as interface-based software specifically designed for structural equation modeling (SEM) using the partial least square method.

Response Rate

The descriptive analysis is prepared to evaluate the response rate generated by the respondent. The total questionnaire was distributed 250 and returned 190, and the usable questionnaire was 180 than ten questionnaires, excluding a total response of 180 received.

The table demographic analyzed is as follows: complete male response number of 99, female response number of 81, respondents age of 25 years below response number of 71, 25 to 30 age of response 87, and 31-year age of response. 22 education of response bachelor 74 and master response rate 69 fill this survey and other response of 37. This questionnaire fills the response experience of less than one year 53, 1-3 years 79, and 4 years above 48 responses. Furthermore, responses fill this questionnaire response position in the workplace of managerial 34 and non-managerial 146.

In the analyzed descriptive statistic through SPSS, the minimum value is one, and the maximum value is five. The. The mean is SL 3.09, the TS mean is 3.07, the EVB mean is 3.11, the PSVB mean is 3.20, and the std is SL 1.148, the TS is 1.060, and EVB is .991 while PSVB is 0.974 descriptive statistic value.

Measurement model

The approach of partial least squares structural modeling (PLS-SEM) involves a combination of linearly weighted indicators to create a composite that represents the underlying constructs. This approach consists of two models: the measurement model and the structural model. The measurement model is used to assess the reliability and validity of the constructs. Figure 1 illustrates the measurement model using an algorithm.

To ensure the construct validity of this study, the outer loading of each item in the measurement model was required to be 0.5 or greater, and the average variance extracted (AVE) should be above 0.5, according to the guidelines provided by J.F. Hair, Ringle, and Sarstedt (2013) and Fornell and Larcker (1981), respectively. Composite reliability must also exceed 0.7, and Cronbach's alpha must be acceptable at 0.7 (J.F. et al., 2011). The convergent validity was verified by examining the pairwise correlation of multiple measures of the same construct, and each item's weight should be greater than 0.5, as per J.F. Hair, Sarstedt, and Ringle (2019).

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Table 2: Loading, Cronbach's Alpha, Composite Reliability and (AVE)

Construct	Items	Loading	Cronbach's Alpha	CR	AVE
Employee Voice Behavior			0.859	0.899	0.639
	EVB1	0.781			
	EVB2	0.787			
	EVB3	0.788			
	EVB4	0.792			
	EVB5	0.848			
Perceived Supervisor Voice Behavior			0.852	0.894	0.628
	PSVB1	0.815			
	PSVB2	0.793			
	PSVB3	0.777			
	PSVB4	0.771			
	PSVB5	0.806			
Supportive Leadership			0.906	0.931	0.729
	SL1	0.903			
	SL2	0.870			
	SL3	0.880			
	SL4	0.833			
	SL5	0.777			
Trust in Supervisor			0.854	0.896	0.633
	TS1	0.834			
	TS2	0.754			
	TS3	0.822			
	TS4	0.779			
	TS5	0.785			

The discriminant validity is set up if the side new doors segment is altogether better than the non-starting standard values in the concerning blueprint, and the portion of the function-to-function modules is the square root of the AVE score for every single build. The discrimination is repressing that not less than half of the estimation of a wide range remained held by the frame.

Table 3: Fornell-Larcker Criterion				
	EVB	PSVB	SL	TS
EVB	0.800			
PSVB	0.623	0.793		
SL	0.684	0.730	0.854	
TS	0.674	0.701	0.641	0.795

Note: SL = Supportive leadership; TS = Trust in supervisor; EVB = Employee voice behavior; PSVB = Perceived supervisor voice behavior.

According to (Fornell & Larcker, 1981) evacuating discriminant validity, the use of average variance extracted with 0.50 in line with the recommendation of (Fornell & Larcker, 1981) the square root of AVE should be above the value of a latent variable that shows discriminant validity.

The table of cross-loading Therefore, discriminant validity using cross-loading is achieved. All the loadings are greater than 0.7 or around the value they should have (Haier, 2016). The further method to favor the discriminant validity is accomplished by analyzing the cross-loading table for the standard values of the variable. Each particular variable should realize the hugest value on the variable.

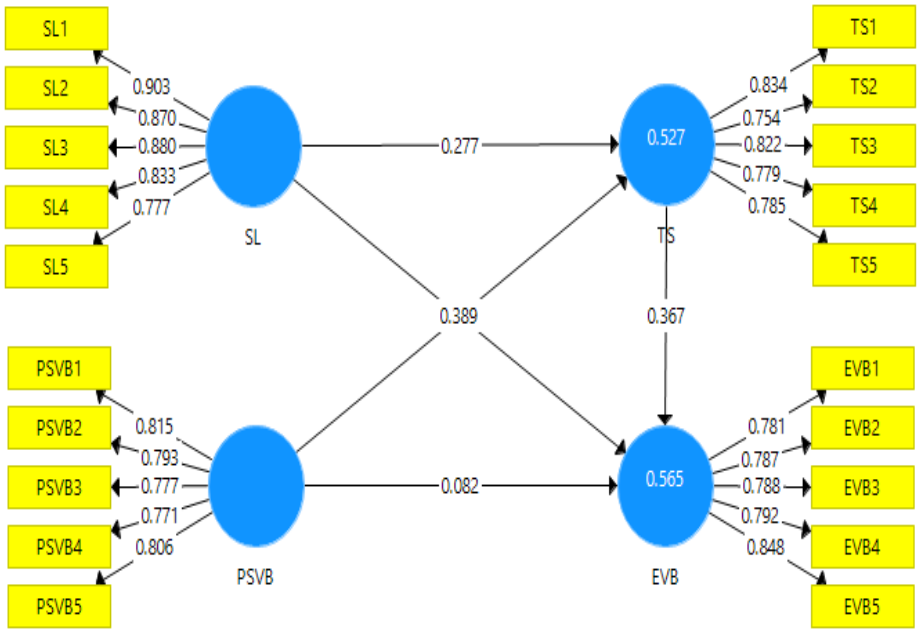
Table 4: Hetrotrait Monotrait Ratio (HTMT)				
	EVB	PSVB	SL	TS
EVB				
PSVB	0.723			
SL	0.770	0.825		
TS	0.782	0.821	0.726	

Note: SL = Supportive leadership; TS = Trust in supervisor; EVB = Employee voice behavior; PSVB = Perceived supervisor voice behavior.

The above table showed that the value of all constructs was below the threshold value of 0.8, as recommended by the discriminant validity discriminant validity has achieved by HTMT.

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Figure 1: Results of Measurement Model (PLS-Algorithm)



Note: SL = Supportive leadership; TS = Trust in supervisor; EVB = Employee voice behavior; PSVB = Perceived supervisor voice behavior.

Structural Model

According to Joseph F. Hair, Risher, Sarstedt, and Ringle (2019), the structural model evaluates the proposed hypotheses. By providing coefficients in the form of t-values, PLS-SEM assesses the directly theorized structural associations among the structures. A t-value of 1.645 is significant for one-tailed tests, while a t-value of 1.967 or greater is significant for two-tailed tests (J. et al. et al., 2014). Since this study has developed hypotheses with a single direction, one-tailed t-values are considered significant.

Assessment of Structural Model Significance

The R^2 value is the objective variant interpretation that is explained by one or other variables of the predictor. Chin (1998) Suggested the R^2 values assessment criteria 0.19 as weak, 0.33 as moderate, and 0.67 as substantial, respectively. Table 4.8 Result shows that EVB R square value was 0.565 and TS was 0.527; the values are between moderate and substantial.

Table 5: R^2 Value		
Construct	*R* Square	Result
Employee voice Behavior EVB	0.565	Moderate to Substantial
Trust in Supervisor TS	0.527	Moderate to substantial

Direct Relationships with Trust in Supervisor

In Table 4.9, path analysis was done to identify the relationship between the variable boss strapping method conducted to test the significance level between the variable and the value of t statistic 1.645. In contrast, the p value is greater than 0.05. The result in the above table shows that the relationship between the H_1 SL->TS is a T Statistic value of 5.568 and a p-value of 0.00, and in H2 PSVB->TS, a T statistic value of 3.299 and a p-value of less than 0.05.

Table 5: Results of Hypotheses Test Relationship with TS and EVB						
Hypotheses	Relationship	Beta	SE	T-Value	P-Value	Decision
H_1	PSVB -> TS	0.499	0.090	5.568	0.000	Supported
H_2	SL -> TS	0.277	0.084	3.299	0.001	Supported
H_3	SL -> EVB	0.389	0.102	3.816	0.000	Supported
H_4	PSVB -> EVB	0.082	0.112	0.731	0.233	Not Supported
H_5	TS -> EVB	0.367	0.111	3.301	0.001	Supported

Note: SL = Supportive leadership; TS = Trust in supervisor; EVB = Employee voice behavior; PSVB = Perceived supervisor voice behavior

Direct Relationships with Employee Voice Behavior

In this table, no 5-path analysis was done to identify the relationship between the variable boss strapping method conducted to test the significance level between the variable and the value of t statistic 1.645. In contrast, the p-value is greater than 0.05. The results show that the H3 SL->EVB T statistic value is 3.816, and the p-value is less than 0.000, which supports H3. In contrast, the H4 t-value is 0.731, which is not supported by the H_5 hypothesis as the t-statistics is 3.301, which is significant and positive.

Indirect Relationships with Employee Voice Behavior

According to the result of Table 6 above, the indirect analysis was conducted through bootstrapping of the PLS–SEM. The result in the table shows that the relationship between H_6 SL->TS-.>EVB T statistic 1.961 and p-value is less than 0.000 is supported, H_7 PSVB->TS->EVB T statistic 3.306 and p value 0.001 less than 0.05 H_7 is supported.

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Table 6: Results of Hypotheses Testing, Indirect relationship with EVB						
Hypotheses	**Relationship**	**Beta**	**SE**	**T-Value**	**P-Value**	**Decision**
H_6	SL -> TS -> EVB	0.102	0.052	1.961	0.025	Supported
H_7	PSVB -> TS -> EVB	0.183	0.055	3.306	0.001	Supported

Note: SL = Supportive leadership; TS = Trust in supervisor; EVB = Employee voice behavior; PSVB = Perceived supervisor voice behavior.

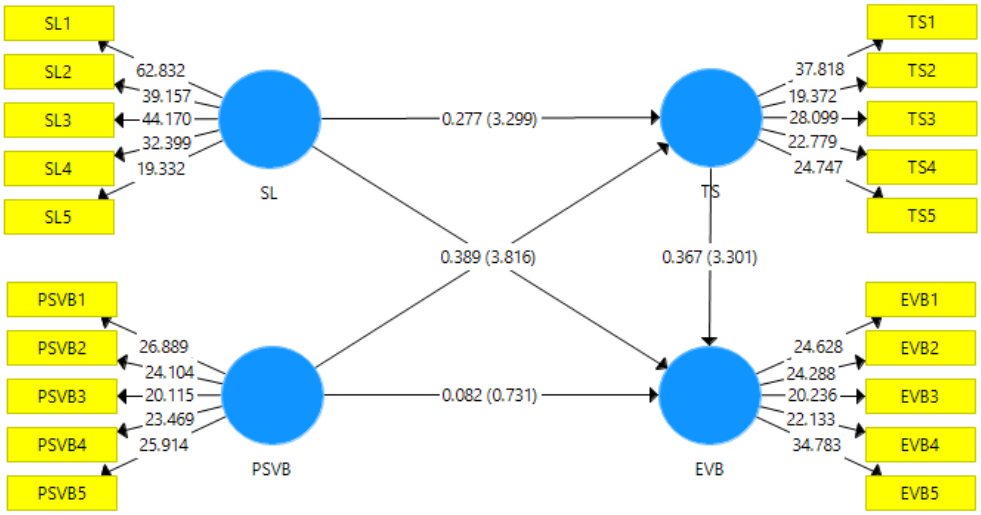


Figure 4.2 Direct path coefficient of the structural model (bootstrapping)

Note: SL = Supportive leadership; TS = Trust in supervisor; EVB = Employee voice behavior; PSVB = Perceived supervisor voice behavior.

Discussion

The study utilized two software programs, SPSS and PLS-SEM, to analyze the data. SPSS was utilized to address missing data, examine participant characteristics, and calculate descriptive statistics. On the other hand, PLS-SEM was employed to evaluate the measurement model to determine the reliability and validity of the data. The structural model analysis was conducted to investigate the correlation between the independent and dependent variables. A significance level of t-value 1.645 was applied in the structural model analysis to examine the hypotheses. The results supported the previously conducted research and the ten hypotheses developed for the current study. Out of the seven hypotheses, six hypotheses were supported, which provides substantial evidence for the research model.

Direct Relationships between Supportive Leadership, Behavior of Voice of Supervisor and Supervisor Trust

The study hypotheses (H_1 and H_2) were that the behavior of voice and support

of the supervisor has a positive effect on trust. However, the results show that H_1 and H_2 supported the idea that there is a positive relationship between the behavior of voice, support of supervisor, and trust. Thus, the results supported by H1 and H2 demonstrate that an increase in positive behavior of voice and support of supervisor increases trust.

The result supported H1's Ji and Jan (2020) argument that organization requires their staff to interrelate environmental changes and challenges with no fear of sharing their information and relevant knowledge and being able to broadcast their own and the team's ideas that positive trust (Qi & Liu, 2017). Leaders generate opportunities and become trustworthy for employees in support of voice behavior by giving their staff formal and informal voice mechanisms. On the other hand, it also outlines the cognitive factors that drive the judgment to speak employees' minds (W. R. Lee et al., 2021).

The result supported H2; The consequences indicated that mutually helpful leadership and proactive personality have an optimistic and considerable increase in trust (Son, 2018). Yao et al. (2019) Argued that the voice behavior of employees and career success increases by the positive voice behavior of the supervisor (proactive character). The reason behind that is subordinate proactive character and emotional assessments with their leaders or supervisor in order to get trust, which leads to success in career growth.

Direct Relationships between Supportive Leadership, Behavior of Voice of Employees and Supervisor

The study hypotheses (H_3 and H_4) were that the behavior of voice and support of supervisors have a positive effect on the behavior of employees' voices. However, the results show that H_3 supported the idea that there is a positive relationship between the support of leaders and employees. The results demonstrated that an increase in support from the supervisor maintains the organization's environment and increases the positive behavior of the voice of employees. Further, the result shows that there is an insignificant relationship between leader support and employees' voice and behavior.

Results supported H_3, Nguyen et al. (2020) finding that support from leaders or supervisors increases the trust of an employee toward the supervisor, enhances the behavior of the employee, and reduces the intention of turnover. The reason behind that is that supervisor support generates opportunities for employees and encourages employees to speak up by giving their staff formal and informal voice opportunities (W. R. Lee et al., 2021).

Direct Relationships between Trust in Supervisor and Behavior of Voice of Employees

Study hypothesis 5 is that there is a positive relationship between trust and the voice behavior of employees. However, the result shows that H_5 supported the idea that there is a positive association between trust and the behavior of employees' voices. The result demonstrated that an increase in trust in supervisors leads to an increase in the positive voice behavior of employees.

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The result supported H_5 and found that association trust directs the connection between the association's recognizable proof and the cognizable proof and the worker's voice. The reason behind that support of supervisors and inspirational leaders is that it creates trust in supervision that positively influences the voice and behavior of employees, which leads to career success and organizational growth and profitability (Ji & Jan, 2020).

Trust in the supervisor mediates the relationship between Supportive Leadership, Behavior of Voice of Employees and the Supervisor.

The study hypotheses (H_6 and H_7) were that trust mediates the relationship between the behavior of voice and support of supervisor and the behavior of voice of employees. Further, the results were supported H_6 and H_7. The reason behind that is that the employees always monitor their supervisors and leaders and copy their behavior, which increases the trust in supervision and improvement in employees' behavior leads to success and career growth and maintains the working environment of the organization (Rasheed et al., 2020). Further, supportive leaders offer socio-emotional and instrumental support to the employees (such as time flexibility, promotions, food, self-esteem etc.), provide help in alleviating and preventing stress, and become trustworthy for the employees that positively affect the voice behavior of employees (Thessin, 2019).

Conclusion

Employee voice behavior is a vast and significant topic with all complete components, but this study covered factors affecting employee voice behavior. The variables or factors which have discussed in this study are supportive leadership, perceived supervision voice behavior as independent variables, trust in supervision as a mediator and Employee voice behavior as a dependent variable. People always want to analyze the factors that are affecting employee voice behavior and have made huge efforts to make the best outcome. Organizations highly focused on supportive leadership, perceived supervision, and trust in supervision to maintain potential employees.

After reviewing all the past studies on the relevant variables (supportive leadership, perceived supervision voice behavior, trust in supervision and employee voice behavior), a hypothesis was made in well-known literature. However, the data collected for the factors affecting employee voice behavior is extracted from Karachi. The data is collected from the people of Karachi, and the questions are adapted from the base paper. The sample of 180 respondents run on PLS smart software through an SEM test.

Furthermore, smart –PLS offers a way to portray the connection between the factors and the pointers. There are significant cereal points that give an unjustifiable picture and backing to exhibit the outcomes. The outcomes are so reliable for the organizations and significant with all factors that affect employee voice behavior. The result shows that there is a significant relationship between supportive leadership, perceived supervision voice behavior, and trust in supervision with Employee voice behavior. The results supported H_1 to H_7 except H_4. The results show that out of seven hypotheses.

Six hypotheses were supported, giving much empirical support to the research model.

Managerial Implications

Managers in an organization are the chief people to address the responsibilities of the organization's mission and vision statement. The managers should implement the plan and tested strategies to deal with the employee's utilization of their abilities properly. The steps they should adopt are based on the population and era where the organizations are working because, if the organization fits the environment of the people, it makes it easier to achieve the final decided goal. Every employee is hesitant to work in an environment where they are not adjustable if any changes occur. This especially occurs in developing countries as changes easily arise, and managers should ensure and train their employees to make them comfortable in achieving the objectives and goals. This is the part when the emotional intelligence of the managers and their conflict-resolving power judgment is needed.

Future Recommendations

The study recommends that future researchers use more relevant variables to inspect employee voice behavior for more relevant findings and can target a large sample size. The study targeted the population in Karachi, but people can target different cities in Pakistan. It is analyzed from both perspectives (the employee and the manager). Another contrast is the software; however, the researchers widely use SPPS and Smat-PLS software, but another software update is carried out for the authenticity of the results.

Moreover, Future research may examine the network of interrelationships in this study in a very developed market and compare the results. Also, it would be useful to analyze the impact of Supportive leadership and perceive supervision voice behavior on Employee voice behavior. Further, the technological landscapes between emerging and developed markets are likely to impact employee voice behavior differently. Further research could examine whether Employee voice behavior plays an identical or different mediating role in emerging and developed markets.

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