

ETHICAL LEADERSHIP AND EMPLOYEE VOICE BEHAVIOR IN SMALL AND MEDIUM ENTERPRISES: ROLE OF PSYCHOLOGICAL EMPOWERMENT AND TASK INTERDEPENDENCE

Naseer Abbas

Water & Power Development Authority, Pakistan

Email: naseer.abbas394@gmail.com

Abstract

This study aims to examine the association between Ethical Leadership and employee voice behavior at organizations, specifically considering the role of psychological empowerment as a mediator and the moderating effect of task interdependence. The study utilizes a quantitative research methodology, involving 312 respondents from small business enterprises (SBEs) in Pakistan. The study employed convenience sampling as its technique. The findings affirm the positive influence of Ethical Leadership and psychological empowerment on Employee Voice Behavior. The study highlights the pivotal role of psychological empowerment as a mediating factor in the connection between Ethical Leadership and Employee Voice Behavior (EVB). Additionally, Task Interdependence is identified as a moderator, influencing the relationship between psychological empowerment and EVB. This research holds practical implications for organizations and managers, advocating for the promotion of Ethical Leadership to nurture EVB. It underscores the significance of Ethical decision-making, open communication, and trust in shaping organizational culture. The study accentuates the importance of Task Interdependence in shaping leadership strategies, emphasizing that cultivating trust and practicing ethical behavior can lead to heightened levels of employee engagement and enhanced creativity.

Keywords: Ethical Leadership, Psychological Empowerment, Employee Voice Behavior, Task Interdependence

Introduction

In recent decades, organizational psychology and management have focused extensively on psychological empowerment (PEM) as an approach to Ethical Leadership (EL). This approach places significant emphasis on ethical standards and ideals, and the treatment of workers in the Small Business enterprises (SBEs) (Tager et al., 2023). EVB encompasses the act of providing constructive feedback, proposing alterations, and expressing issues (Khassawneh, 2023). Small Business enterprises must adopt this conduct in order to promote innovation, problem-solving, and efficient communication. The relationship between PEM and EL in the Small Business enterprises is explored in theory of leadership. Heads create an environment characterized by justice, trust, and open communication, which can enhance employees' sense of empowerment (Siyal et al., 2023). Task Interdependence (TId) plays a vital role in fostering cooperation and collaboration within organizations (Jiang et al., 2023). In small business enterprises characterized by high interdependence, employees rely on each other to successfully accomplish tasks, underscoring the importance of efficient communication (Le et al., 2023). Moreover, for jobs with high interdependence, effective teamwork and communication are crucial factors that may influence the relationship between EL and PEM (Gupta et al., 2023). The study analyses the relationships between EL PEM, and EVB in organizations, with a focus on the influence of TId. The aim is to provide a comprehensive understanding of how organizations can effectively promote EVBs. An inquiry into the potential differential impacts of alterations in EL behaviors or TId on PEM and EVB would be intriguing (Vivona et al., 2023). The primary focus of this study is EVB, which may result in the long-term organizational results or performance implications of these interactions being overlooked (Abdullah et al., 2021). Theory of leadership is a scholarly discipline which investigates various methodologies, frameworks for comprehending elucidating management (Uslu, 2019). This Leadership theory posits that specific attributes render individuals more apt for assuming Leadership positions. The study conducted by Stone and Patterson (2023), suggests that effective leadership is commonly linked to traits such as confidence and intelligence. An individual's ability to lead effectively depends on how well their style of leadership fits the current situation. Leaders employ a system of rewards and punishments to incentivize and oversee their followers (Al Halbusi et al., 2021). Their focus is on achieving tasks and adhering to rules and procedures. This style is commonly linked to conventional management approaches (Al Halbusi et al., 2021), emphasizing the provision of service and empowerment to their teams. Leaders exhibiting this style are characterized by empathy, humility and a strong dedication to moral conduct (Bacones & Diokno, 2023). The leadership theory highlights the significance of ethical integrity and self-awareness that frequently bring about profound changes in organizations

and their followers. Leaders adapt their approach based on the competence and readiness of their team members. The selection of a leadership style is frequently influenced by the particular circumstances, organizational norms, and the characteristics of both managers and workers (Bacones & Diokno, 2023). The theory of leadership offers valuable hints into the efficient procedures of leadership across various contexts. According to the aforementioned theory, leaders are advised to consider their leadership style on the basis of prevailing circumstances and specific requirements of their followers (Harms, 2022). Managers have the competency to motivate and inspire to their followers, thereby enable them to accomplish given tasks. They frequently demonstrate leadership through their own actions, ingenuity, and originality, while also cultivating robust connections with their teams. This theory emphasizes the significance of vision. The research framework seeks to comprehend the connections between EL, PEM, EVB and the significance of TId. EL focuses on the ethical norms, decision-making and principles of the leader (Klopotan et al., 2020). It entails demonstrating integrity, fairness, and transparency, and serving as a role model for followers. Research indicates that EL has a favorable influence on employee attitudes and EVB (Torlak et al., 2022). PEM refers to a mental state in which individuals experience a sense of control, competence, and meaningfulness in their work (Schermuly & Meyer, 2020). It encompasses four fundamental dimensions: Significance: Employees perceive their work as purposeful and in harmony with their personal beliefs. Competence: Employees possess the necessary knowledge and skills to effectively carry out their job responsibilities. Self-determination determines the ability of workers to have autonomy and control of their work. Effect: Workers believe the contributions have a meaningful influence on the organization (Qi et al., 2019). When a worker communicates their ideas, concerns, opinions, or thoughts about work-related affairs to the colleagues or management, it is known as their "voice." The act of providing feedback can encompass productive criticism, proposing results, or offering suggestions to enhance procedures, products and services (Latif et al., 2022). TId is the measure of how interrelated tasks are within a team or organization. Team members and interconnected tasks autonomously fulfil assignments. Interdependence between tasks occurs when the output from one action serves as the input for the next (Ponti & Serecko, 2022). Team members depend on the endeavors of their colleagues (Bhatti et al., 2021). Cooperation is necessary due to the interdependence of tasks. Based on the outlined theoretical framework, it is feasible to establish a correlation between EVB and EL. Employers can enhance their PEM by practicing EL. Similarly, employees experience greater PEM in the workplace when they perceive their leaders as Ethical and dependable, resulting in increased efficiency (Vandavasi et al., 2020). This study's main purpose is to investigate the effect of EL on EVB.

2. To investigate role of PEM in mediating the relation between EL and EVB.
3. To investigate influence of task independence on the connection between PEM and EVB.

LITERATURE REVIEW

2. EL

The objective is to achieve this by organizing and synchronizing tasks (Zahari), providing explicit guidance, and establishing regulations, practices, and policies (Yusuf et al., 2022). Ethical guidelines enable employees to express their viewpoints on existing conditions and propose innovative ideas to improve ethical concerns, work environments, and procedures (Dahleez et al., 2023). EL is the most effective strategy for inspiring employees to genuinely care about the work of them (Lemoine et al., 2019). Ethical leader's followers perceive them as both moral individual and ethical manager, as their moral qualities have a significant impact on employees, leading to increased engagement in productive work behaviors (Qing et al., 2020). EL is a theory of leadership and style that prioritizes moral values, behaviors, and principles interpersonal relationships and decision-making (Vij). Bhatti et al. (2021), state that having a sense of integrity and dedication to do what is morally correct is important. The organization should comply with the law and promote ethical behavior among the team members (Wong et al., 2020), refraining from participating in any unethical and illegal activities (Sewchurran et al., 2019). Leadership acknowledges their societal responsibility and the consequential effects of their decisions on environment and the community (Wang, 2018). They actively strive to make positive contributions to the society. Leaders demonstrate comprehension and empathy towards other's needs, engage in active listening with their team members, and take their perspective into account when making decisions (Lin et al., 2020).

2.1 EVB

EVB, as defined by LePine and Van Dyne, refers to the act of individuals within an organization expressing their ideas, proposals, and opinions with the aim of enhancing organizational success (Chou & Barron, 2016). Effective communication between an organization and its members can be facilitated through the organization's leader. Additionally, the leader's actions and personality can influence the behavior of employees in expressing their opinions and concerns (Zhu & Akhtar, 2019). Furthermore, EL is observed

to positively influence EVB by fostering transparent communication and establishing a climate of trust, psychological safety and respect, between leader and followers (Cooper et al., 2023). Leaders motivate followers by providing feedback and making commitments to provide assistance in completing their tasks (Cooper et al., 2023). The leader's reaction to this vocal conduct can influence the trajectory and triumph of the team (Memon & Ghani, 2023). Simultaneously, effective leaders actively engage in listening and integrating their employees' voice behavior to improve their strategies (Afsar et al., 2019). Leadership effectiveness is closely linked to EVB. Leaders who promote and prioritise open communication, feedback, and the expression of ideas and concerns have the ability to foster a team that is more engaged, innovative, and motivated (Yazdanshenas & Mirzaei, 2023). Moreover, the correlation between Leadership theory and voice behavior underscores the importance of Leadership. The leader's reaction to this employee vocalization can influence the trajectory and achievement of the team. Simultaneously, effective leaders actively engage in listening and integrating team's voice behavior to enhance the approach (Afsar et al., 2019). Leadership effectiveness is strongly linked to EVB. Leaders who promote and appreciate transparent communication, constructive criticism, and the sharing of ideas and concerns have the ability to foster a team that is highly engaged, creative, and driven. Moreover, the correlation between Leadership theory and EVB emphasizes that Leadership involves more than one-ways communication, but rather an interactive and dynamic process (Rubbab et al., 2023). Consistent with the literature, the author expects a positive relationship as given below.

Hypothesis 1: EL has an impact on EVB.

EL promotes greater interdependence, fosters open communication, demonstrates respect for followers, genuinely shows concern for their well-being, considers their unique circumstances, and provides both emotional and practical support (Braun et al., 2013). EVB, on the other hand, is a deliberate action that takes into account its consequences. When an employee feels at ease and confident enough to express their thoughts and opinions, it brings about psychological benefits, both in their personal and professional lives (Walumbwa & Schaubroeck, 2009). When workers perceive leaders as moral and ethical, they are more inclined to engage in voice behavior, which encompasses offering suggestions, speaking up, expressing concerns, and ideas sharing. The study conducted by Huang and Paterson (2017) found that EL has a positive impact on EVB. Leadership fosters an atmosphere of psychological security and trust. When workers have confidence in the ability of their leaders to make moral decisions and treating them with fairness, they feel more at ease expressing the opinions without apprehension of facing adverse repercussions. Ethical leaders serve as

exemplars of ethical conduct (Mowbray et al., 2015). When workers witness their leaders consistent ethical behavior and adhering to principles, ethical leaders promote transparent and open communication. They proactively solicit input from the employees, attentively listen their concerns, and highly appreciate different perspectives. This level of transparency cultivates a work atmosphere in which employees perceive that their opinions are acknowledged and valued (AlMulhim & Mohammed, 2023). Leaders with strong ethical principles enhance the capabilities of their employees by granting them the opportunity to participate decision-making procedures (Dua et al., 2023). When workers experience a sense of influence and empowerment, they are more inclined to proactively take action and express their thoughts and concerns. EL involves ensuring that one's leadership style and actions are accordance with the values and ethical standards of organization (Wang & Yen, 2023). Employees engage in vocal behavior to uphold and advance the organization's favorable reputation (Li & Zheng, 2023).

Enhanced problem-solving and creativity can be achieved when employees are encouraged to freely articulate their viewpoints and apprehensions. According to Zhu et al. (2022), employees are more inclined to provide innovative solutions and identify unnoticed problems. Consequently, this fosters and has a beneficial effect on the behavior of employees expressing their opinions. When employees observe their leaders demonstrating ethical behavior and being receptive to suggestions, they are more likely to express their opinions, offer recommendations, and raise ethical concerns (Ejaz et al., 2022). Organizations that possess EL are more likely to capitalize on the knowledge and input of their employees, resulting in enhanced decision-making and overall efficiency (Musenze & Mayende, 2023).

2.2 PEM

It refers to a psychological condition characterized by the possession of authority, sway, and mastery over one's own existence (Oliveira et al., 2023). PEM has a significant impact on personal happiness, motivation, and job satisfaction (Higuero, 2022). The topic of workplace empowerment and organizational psychology is often a subject of frequent discussion. Thus, the present research suggests that PEM may act as mediator between the relationship of EL and EVB. Below are several components or facets of PEM. Definition: The belief in the value and significance of one's work. Enhanced sense of purpose in the workplace boosts employees' motivation and engagement. Competence refers to the belief regarding one's abilities and the ability to perform the tasks with ease. Individuals exhibit higher levels of productivity when they possess a strong sense of self-assurance regarding their skills and capabilities. Self-determination refers to the ability to exert influence and maintain authority over one's professional endeavors and trajectory. Experiencing the ability to exercise control

and make decisions about work responsibilities and career trajectories enhances one's feeling of empowerment. Impact: The conviction that an individual has the ability to effect change and shape results. Individuals who have a perception of their actions have an impact on the organization or society to be actively involved and dedicated. PEM serves as a beneficial intermediary in the correlation between EL and EVB (Nguyen et al., 2023). PEM serves as a mediator between the relationship EL and the improvement of EVB. EL encompasses leaders' demonstration of ethical principles, transparency, fairness, and ethical practices in their interactions with employees (Schermyly et al., 2022). EVB refers to the act of speaking up, expressing concerns, providing suggestions, and sharing of ideas within the organization. PEM refers to the combination of employees' self-belief in their capabilities, their sense of independence, their perception of making a difference or exerting influence, and purpose in their work or strong sense of significance (Pacheco & Coello-Montecel, 2023). EL fosters small business enterprises that instill a sense of worth, confidence, and admiration among employees. Juyumaya (2022) demonstrated openness, fairness, and moral decision-making. These leadership behaviors enhance employees' PEM Workers experience enhanced competence and motivation when they are led by EL. Consistent with the literature, the author expects that PEM positively mediates the relationship of EL and EVB as given below.

Hypothesis 2: PEM (2a) serves as a positive mediator in the relationship between EL (2b) and EVB (2c).

2.3 TId

TId refers to the degree to which activities and tasks performed by individuals in a team or organization are interconnected or reliant on each other to achieve shared objectives (Goo et al., 2022). This concept is frequently explored in the context of team dynamics and leadership due to its significant impact on leadership approaches and a leader's effectiveness (Allegrini et al., 2022). The most appropriate leadership approach in situations with highly interdependent tasks depends on various factors, including the inherent characteristics of the tasks, the skills and abilities of team members, and the prevailing organizational culture (Goo et al., 2022). Effective leaders possess the ability to adapt their leadership approach to suit the requirements of a closely interconnected task environment, whether it involves cooperation, synchronization, or facilitation (Le Blanc et al., 2021).

TId, refers to the extent to which team members need to collaborate and depend on each other to accomplish tasks. In environments with high task dependency, employees are required to engage in frequent interactions and communication to effectively coordinate and fulfill their work responsibilities (Shimizu et al., 2021). Strong TId fosters the formation of groups based on shared interests, leading to enhanced performance and innovation when individuals share knowledge to address challenges. The association between PEM and EVB is strengthened by TId, resulting in a more profound impact (Le et al., 2023). In domains with significant TId, employees may be motivated to obtain resources, and those who feel psychologically comfortable in such an environment are more likely to actively share innovative ideas within the organization. Moreover, TId enables workers to leverage each other's skills without increasing their cognitive load (Hershcovis et al., 2012).

The hypothesis suggests that levels of TId influence the connection between Psychological Empowerment and EVB (Pitafi et al., 2018). In instances of low TId, indicating reduced necessity for interaction and cooperation among employees, the correlation between Psychological Empowerment and EVB is expected to be weaker. PEM may have a diminished impact on an employee's inclination to engage in EVB in such cases (Ganesh & Gupta, 2010). Conversely, high TId is likely to increase EVB through teamwork and cooperation, as indicated by PEM (Eemp). Research indicates that team members who feel psychologically safe and work in highly interdependent tasks are more inclined to actively share effective strategies for firm innovation. Consistent with the literature, the author expects that TId positively moderates the relationship between EL and EVB. Based on the preceding discussion, it is advisable that.

Hypothesis 3: The relationship between PEM and EVB is strengthened by TId, particularly when TId is higher rather than lower.

Conceptual Framework

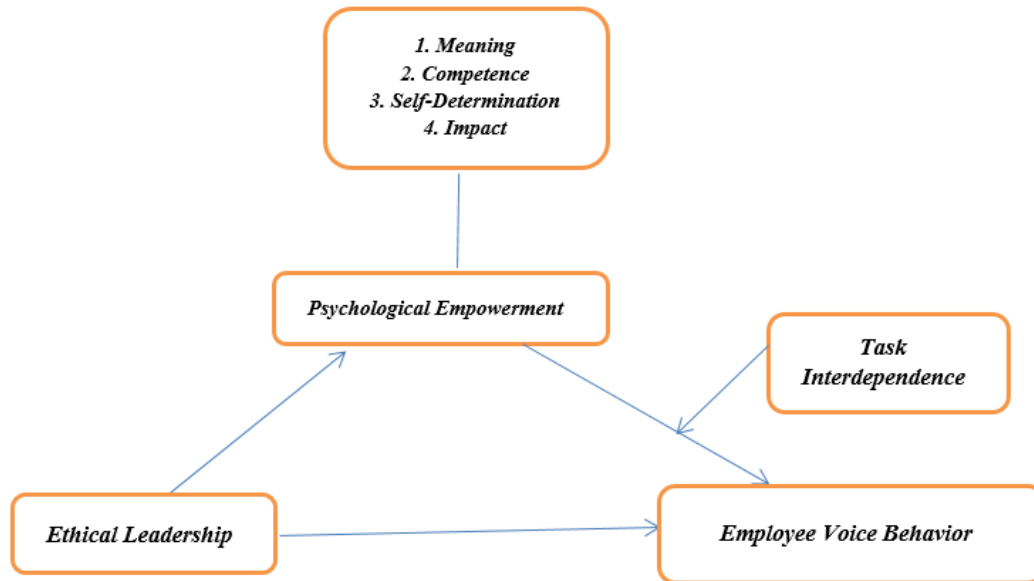


Figure 1
Conceptual Framework

Research Design

The survey was conducted using an online Google Form as part of a quantitative study (Jami et al., 2023). The sample comprised a total of 312 respondents. However, the survey tools utilized in this study were derived from pre-existing questionnaires (Islam et al., 2023).

The investigation employs a survey methodology, as outlined by Ayaz (2021), for data collection. A carefully crafted questionnaire was developed to gather the necessary information for this inquiry, considering all relevant variables. The data for the study was obtained from employees in the service sector. According to online sources, "Google Form responses" or "form submissions" are commonly used terms to refer to the data collected through Google Forms. Upon completion and submission, the input provided by individuals is collected and stored in a Google Sheets spreadsheet that is connected to a Google Form. The researcher analyzed, scrutinized, and modified the data in this spreadsheet obtained from

the form as required. Conducting behavior surveys is a practical method that involves acquiring information online or from respondents in the form of data (Sakr et al., 2022).

The data of this study was collected through a survey conducted by Y. Sun et al. in 2022. Our survey tool incorporates demographic characteristics such as age, gender, tenure, and experience. The questionnaires created and delivered in original English-language format (Ilyas et al., 2021).

Convenience sampling is employed (Karim et al., 2023). The survey's complete inventory of items was derived from previously published research. Based on the literature review conducted by Bhana and Bayat (2020), the sample size is 312. Prior to conduct final analysis the data was inputted into MS Excel 2023 (Muharam, 2023). The numerical values ranging from 1 to 5 on a Likert scale were assigned to remaining items.

The ten measures devised by Brown et al. (2005) are employed to evaluate EL and ascertain the level of agreement among respondents, as stated by Suryadi et al. (2023). The scale most commonly employed to assess EL is the one that is most frequently utilized. Here are a few instances: My supervisor conducts themselves ethically in their personal life. According to Jami et al. (2023), my supervisor actively engages in listening to the opinions and feedback provided by employees. The Van Dyne and LePine (1998) six-item scale is employed to evaluate EVB. I provide professional advice regarding work-related matters that impact this organization. I express my perspective on work-related matters to others, even if my viewpoint diverges from theirs and encounters disagreement (Sesilia & Purba, 2019).

The assessment of PEM utilization, as suggested by Spreitzer in 1995, is conducted through a 12-item scale. This measure encompasses dimensions such as Meaning, Impact, Competence, and Self-Determination, as outlined by B. Sun et al. (2022). The work I am involved in holds significant personal importance to me. Additionally, the tasks I undertake at work carry personal significance, as highlighted by Furtado and Sobral (2023). The concept of TId was established based on the findings of social psychology studies (Johnson et al., 1989; Wageman, 1995). There are three items to be measured. Members rely on the information and expertise of other departments. 2. The successful completion of members' tasks relies on the cooperation of other members. 3. It was mandatory for members to collectively make significant decisions pertaining to the project.

Utilizing a data analysis approach, the study explores whether PEM acts as a positive mediator in the correlation between EL and EVB. The analysis is executed through the

application of SPSS software and Hayes' PROCESS macro, as elucidated by Sesilia and Purba (2019). The study employed demographic frequency as a measure to assess reliability using Cronbach Alpha (Zhu et al., 2022). The mean and standard deviation of a descriptive statistic were also calculated. The Pearson Correlation can be employed to determine the association between the measured variables, as indicated by Lee et al. (2021).

Results

The participant count consists of 312 individuals, with 170 (55.8%) being men and 138 (44.2%) being women. Nine participants, accounting for 2.9% of the study's sample, expressed a desire to maintain anonymity. Upon examining the participants age distribution, it was found that 16 participants (5.1%) were below 25 years old, 132 participants (42.3%) were between 25 and 35 years old and 14 participants (4.5%) were between 45 and 60 years old.

A total of 124 individuals were employed in the Service sector, with 39.7% working in the Government sector and 60.3% working in the private sector. Within category 43, there were 43 permanent participants (13.8%), 193 contract participants (61.9%), 68 participants on a lump sum package (21.8%), and 8 temporary participants (2.6%). Among the employee categories, there were 67 participants distributed as follows: 1 to 5 grades (21.5%), 5 to 10 grades (55.8%), 10 to 16 grades (19.2%), and 16 to 20 grades (3.5%). Regarding job experience in the service sector, out of the 41 participants, 13.5% have experience less than 5 years, 47.4% have between 5 to 10 years of experience, 34.6% have between 10 to 20 years of experience, and 4.8% have more than 20 years of experience.

Reliability

A scale's or a collection of questionnaire items' dependability and internal consistency are typically evaluated through a process called reliability analysis. This is frequently carried out to guarantee that the instrument used for measurement consistently assesses the identical underlying construct. A commonly used measure for assessing internal consistency in SPSS is Cronbach's alpha (George & Mallery, 2018). A Cronbach alpha value of at least 0.7 is typically required for a scale to be considered reliable. However, based on the unique setting and subject of study, the threshold may vary. An abnormally low Cronbach alpha value may indicate that some elements on your scale are not contributing enough to the internal consistency and may need to be changed or removed. However, based on the unique setting and subject of study, the threshold may vary (Melchers & Beck, 2018).

Table 1 Reliability analysis

Variables	Cronbach alpha
EL	0.69
EVB	0.72
PEM	0.71
TI	0.74

Based on the study's findings, the Cronbach's alpha values range from 0.69 to 0.74, indicating reliability so satisfactory.

Correlation

Table 2 Correlation analysis

	EL	EVB	PEM	Task independence
EL	1			
Employee voice behavior	.460**	1		
PEM	.571**	.483**	1	
TId	.432**	.278**	.417**	1

TId and EL exhibit a significant correlation of 0.460**. Consequently, there exists a positive correlation between EVB and EL. There is a strong and statistically significant correlation of 0.571** between PEM and EL, with a two-tailed test. There is strong confidence in the results because this correlation is significant at the 0.01 level. This implies that there is a positive and strong correlation between PEM and EL. The correlation coefficient of 0.432** between TId and EL reveals a significantly positive relationship. Additionally, there is a positive correlation ($r = 0.483$, $p < 0.01$) observed between EVB and PEM, highlighting a direct association between the two. The correlation coefficient of 0.278** between EVB and TId indicates a moderately weak positive relationship (Jami et al., 2023). Moreover, the correlation coefficient of 0.417** between PEM and TId implies a moderately positive association between these variables (B. Sun et al., 2022). The statistical significance of the correlations between the variables of TId, PEM, EVB, and EL at the 0.01 level underscores

the importance of these associations. A positive correlation coefficient suggests that both variables have a tendency to increase together.

Regression

The square of correlation coefficient (r) is known as coefficient of determination. It ranges from 0 to 1.(Jami et al., 2023).

Table 3 Regression coefficient of determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.460a	.211	.209	1.51988

The extent to which the independent variable(s) explain the variability in the dependent variable is assessed by R-squared (R²). The independent variable(s) in the model yield an R-squared value of 0.211, signifying that they account for 21.1% of the variation in the dependent variable. A value of 1 on a scale from 0 to 1 indicates that the independent variable(s) explain all of the variance. Adjusted R-squared, a modified version that considers the number of independent variables, provides a more accurate assessment of the model's fit to the data, and in this case, the value is precisely 0.209. This figure quantifies the standard deviation of the residuals, measuring the disparities between the actual and predicted values of the dependent variable. It reflects the predictive efficacy of the model on the dependent variable, denoted as "1.51988."

ANOVA

Table 4 ANVOA

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	191.842	1	191.842	83.048	.000
Residual	716.107	312	2.312		
Total	907.949	311			

a. Dependent Variable: EVB
 b. Predictors: (Constant), EL

In the ANOVA analysis, the dependent variable is EVB, with EL as the predictor. The independent variables include a constant (intercept) and EL. The regression row provides information on the variation explained by the fitted model, with a degree of freedom (DF) for the regression model of 1 and a sum of squares of 191.842. The mean square of the regression model is also 191.842, and the F-statistic, indicating the overall significance of the model, is 83.048.

A high F-value and a low p-value, as observed in the table, indicate the model's statistical significance. The p-value associated with the F-statistic is 0.000b, affirming the statistical significance with $F = 83.048$ and $Sig = 0.000$, which is typically considered less than 0.05. The residual row provides insights into the unaccounted variation or error term, with a sum of squares for residuals at 716.107 and degrees of freedom (DF) for residuals at 312. The mean square for the residuals is 2.312.

The total row in the ANOVA table displays the cumulative variance of the dependent variable, with a total sum of squares at 907.949 and degrees of freedom for the overall variation at 311. The ANOVA table evaluates the statistical significance of the regression model as a whole, using the Regression row and Residual row. The low p-value for the regression model indicates its ability to significantly explain the variability in the dependent variable "EVB" in a statistically meaningful manner.

Regression Coefficients

The coefficients serve to quantify the direction and magnitude of these interactions. The interpretation of these coefficients depends on the specific regression model employed (Mubarak et al., 2022).

Table 5 Coefficients

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	5.085	0.744		6.833	0.000
EL	0.328	0.036	0.46	9.113	0.000

The EVB has a coefficient of 0.328 for the independent variable "EL," and a coefficient of 5.085 for the constant (intercept). A t-value represents the standard errors of the coefficient estimation relative to zero. A statistically significant correlation between the independent and dependent variables is shown by a higher t-value. The constant's t-value is 6.833. The independent variable, EL, has a t-value of 9.113. The p-value corresponding to each coefficient. These are the p-values corresponding to each of the coefficients. The statistical significance of the coefficient is indicated by the p-value.

The coefficients exhibit extremely low p-values, denoted by ".000," which generally implies their statistical significance. The dependent variable in this regression analysis is EVB, as stated in this section. This study aims to provide information regarding the strength and significance of the relationship between the independent variable, EL, and the dependent variable, EVB. The p-value for each of the coefficients will be presented to assess the statistical significance of the relationship. The p-value indicates whether the coefficient is statistically significant.

Mediation and Moderation Analysis

Mediation analysis is a method used to ascertain whether the relationship between the independent variable and dependent variable is influenced or explained by the presence and impact of an intermediate variable. Using the SPSS software (Model 4).

Mediation function of PEM (Pemp) between EVB and EL

Model: 4

Y: EVB

X: EL

M: PEM

Table 6 Mediation analysis

Impacts	R squared	Coefficients	P value
EL on PEM	0.3258	0.7206	0.000
PEM on EVB	0.2837	0.1849	0.000
EL on EVB	0.4597	0.3275	0.000

The results of this mediation study demonstrate a robust relationship between three important variables: EL, PEM, and EVB.

The analysis shows a significant impact of EL on psychological empowerment, as evidenced by the R squared value of 0.3258. This suggests that EL accounts for 32.58% of the variability observed in Psychological empowerment. Based on the coefficient of 0.7206, there is a positive relationship between EL and Psychological empowerment. Specifically, for every unit increase in EL, psychological empowerment increases by approximately 0.7206 units. This relationship is statistically significant with a p-value of 0.000, indicating a strong association. Furthermore, there is evidence indicating that psychological empowerment has a substantial impact on EVB, as demonstrated by a R squared value of 0.2837. The coefficient of 0.1849 signifies that there is a projected increase of approximately 0.1849 units in EVB for every unit increase in psychological empowerment. The association is highly significant, as indicated by the p-value of 0.000. Ultimately, there is a strong correlation observed in assessing the overall influence of EL on EVB, encompassing both the direct impact and the indirect consequence through Psychological empowerment. The EL has a total impact of 0.3275, indicating that a one-unit increase in EL is associated with a corresponding increase of approximately 0.3275 units in EVB. The overall impact exhibits a p-value of 0.000, indicating a high level of statistical significance.

Based on the evidence, EL has a substantial influence on Psychological empowerment, which subsequently affects EVB. In addition, when taking into account both the direct and indirect routes; EL continues to have a significant influence on EVB. The results demonstrate a significant indirect effect of EL on EVB through the mediator Psychological Empowerment, indicating a substantial level of mediation. Furthermore, EL has a substantial and direct impact on EVB (Pacheco & Coello-Montecel, 2023).

The table presents the results of the moderation analysis, confirming the moderation effect and supporting the hypothesis, as indicated by the P value of less than 0.05 (0.0005).

Moderation Analysis

Previous research has shown that the level of TId has an impact on the relationship between Psychological empowerment and EVB. TI refers to the degree to which tasks are interconnected. Increased TId necessitates heightened collaboration and interaction among employees in order to successfully accomplish their respective job responsibilities. The relationship between Psychological empowerment and EVB is influenced by this factor (Lee et al., 2015). There is an expectation that there would be a more pronounced and favorable relationship between EVB and psychological empowerment. According to Pitafi et al.

(2018), employees who work in teams or jobs that rely heavily on each other are more inclined to participate in EVB when they feel psychologically empowered.

Table 7 Moderation analysis

	Coeff.	se	t	p	LLCI	ULCI
Constant	-2.4819	2.1624	-1.1477	0.2520	-6.7369	1.7731
Psychological E	0.5862	0.0996	5.8823	0.0000	0.3901	0.7822
Task I	1.5383	0.3970	3.8752	0.0001	0.7572	2.3194
Int_1	-0.0618	0.0175	-3.5298	0.0005	-0.0963	-0.0274

Discussion

This study uncovers that ethical leaders actively promote transparent and honest communication, prioritizing their employees and valuing their perspectives, granting them the freedom to express their thoughts (Saha et al., 2020). The presence of EL often correlates with increased levels of employee engagement and motivation. Employees demonstrate heightened dedication to the organization's objectives and principles, encouraging them to contribute insights (Nguyen et al., 2021). Ethical leaders' decisions are perceived as just and equitable, fostering a greater willingness among workers to express opinions or objections. When employees trust their leaders' ethical conduct and fair treatment, they feel more comfortable sharing ideas and concerns (Kim & Beehr, 2021).

Ethical leaders establish an environment characterized by trust and psychological safety, aiming to investigate their impact on EVB in small business enterprises (SBEs) (Jha, 2019). The study also explores the mediating and moderating effects of TId and Psychological Empowerment. A strong correlation of 0.460** exists between EVB and EL, indicating a moderately positive correlation. Additionally, there is a correlation coefficient of 0.571** between psychological empowerment and EL, signifying a robust and positive correlation.

The correlation coefficient of 0.432** between TId and EL suggests a moderately positive relationship. The correlation coefficient between EVB and Psychological Empowerment is 0.483**, indicating a moderate positive association. Statistically significant correlations at the 0.01 level are observed among TId, Psychological Empowerment, EVB, and EL, highlighting significant associations among these variables. The positive correlation

coefficients suggest a tendency for both variables to increase simultaneously, benefiting both the organization and its personnel.

EVB, fostering innovation, identifying areas for improvement, and facilitating problem-solving, is crucial for organizational success. Organizations with a robust culture of EL and transparent communication are more likely to achieve long-term success. Psychological empowerment serves as a mediator in explaining the impact of EL on EVB, particularly pronounced in high-task-interdependence contexts. The study demonstrates that the relationship between EL and Psychological Empowerment is influenced by TId. The role of Eemp is examined as a mediator in this relationship. A coefficient with a positive value, such as 0.460, signifies that these elements play a role in enhancing the effectiveness of EL in fostering EVB. Ghalavi and Nastiezaie (2020) found that Eemp has a substantial impact on the relationship between EL and EVB, as indicated by the coefficient. Employees are more inclined to actively communicate their thoughts, provide feedback, and raise concerns within the organization when they perceive their leaders as ethical role models and experience psychological empowerment. Psychological empowerment acts as a mediator between EL and EVB, with a positive correlation of 0.70, indicating a significant relationship. Cronbach alpha values of 0.7 or higher indicate a satisfactory level of internal consistency among the items associated with each variable, making them suitable for research purposes. The Cronbach alpha values for EL, Eemp, and EVB indicate a suggested level of internal consistency, ranging between 0.69 and 0.72. The variable of TId exhibits the highest level of internal consistency, as indicated by a Cronbach alpha coefficient of 0.74. This link is mediated by Eemp. As the level of EL rises, the likelihood of employees expressing their opinions and ideas increases. Additionally, the relationship between PEM and EVB is positively influenced by TI, as evidenced by the coefficient of 0.5064. When there is a high level of TI, PEM is more effective in promoting EVB. The effect is beneficial. The study found a positive correlation between EL and EVB. As the level of EL increases, EVB also tends to increase (Ghalavi & Nastiezaie, 2020).

Managerial Implication

Leaders should cultivate a culture that encourages the dialogue openly and the exchange the ideas and concerns. Compensate and recognize employees for their contributions and innovative ideas. In order to ensure that staff members' opinions are valued and acknowledged, it is advisable to instruct them in effective communication and conflict resolution strategies (Aqqad et al., 2019). TI refers to the degree to which workers rely on

each other to carry out tasks. It indicates that the level of interdependence between tasks may influence the connection between EL and the behavior of employees expressing their opinions. Managers must take into account the level of TId within teams (Le Blanc et al., 2021). The presence of a high level of TId may require increased collaboration and communication, highlighting the significance of EL and EVB. According to Alkhadra et al. (2022), EL plays a vital role in promoting EVB. TId has an impact on the relationship, and psychological empowerment plays a role in managing it. Managers should promote transparent communication, adjust to the level of TId within their teams, and foster PEM to facilitate and enhance EVB. This will enhance the establishment of a workplace that adheres to ethical principles and is highly functional (Islam et al., 2023).

Limitations and Future Directions

Individuals possess varying ethical standards, thus what one leader deems as ethical conduct may not align with the perspective of another. Ensuring universal adherence to the same ethical principles within the organization may prove challenging due to the inherent subjectivity of the matter. Making ethical decisions can be a time-consuming and labor-intensive process. Leaders may experience pressure to make prompt decisions in dynamic corporate environments, potentially constraining their capacity to thoroughly evaluate ethical ramifications. Voicing concerns about workplace issues may instill apprehension in employees due to the potential for reprisal or other adverse consequences. The presence of fear can hinder individuals from engaging in EVB, thereby diminishing the effectiveness of this strategy in successfully implementing employee voice capability. Some business cultures may have a structural impediment that discourages the act of raising concerns or expressing disagreement. Concerns may arise among employees who voice their opinions regarding workplace matters due to potential repercussions or adverse consequences. The efficacy of the mediator may be constrained due to inherent variations in individuals' openness and differing levels of empowerment. Sustaining high levels of psychological empowerment can be demanding and resource-intensive due to the need for ongoing support and effort. Organizations and leaders should acknowledge these limitations and make efforts to surpass them. In order to address these limitations and effectively manage potential challenges, it is crucial to incorporate EL, EVB, and psychological empowerment into a comprehensive plan aimed at establishing a work environment that is both ethical and transparent, while also promoting employee empowerment.

In future studies, employing a qualitative approach such as interviews could provide a deeper understanding of the subjects' perspectives, although the present study used a questionnaire to collect data (Patterson et al., 2022). While the 312 sample size employed in this study was

suitable, future studies could benefit from using larger sample sizes to enhance the generalizability of the findings. Given that the study focused exclusively on the high-stress Small Business Enterprises Sector, where EL is expected to be prevalent, it is crucial to thoroughly contemplate the implications of the findings. Future research should employ the same study methodology to include other geographical and national sectors, as this may yield diverse ranking results (Oladinrin et al., 2023). Although the study has achieved success, it is important to note that it has certain limitations. One limitation is that the data was collected using convenience sampling, which means that it may not be representative of the entire population. In future research, it would be beneficial to gather information from individuals in various regions of the country who express their emotions and follow different EL principles. This would enable researchers to make more informed decisions regarding psychological empowerment and how job interdependence affects EVB (Munawar et al., 2023). Subsequent studies could investigate novel Leadership frameworks that integrate principles of EL. Future research suggests that incorporating additional moderators, such as employee or consumer feedback, can influence the positive or negative outcomes of company sales and purchases.

Conclusion

Although there has been progress in EL research, further advancements are necessary due to the importance of EL for organizations. Based on the latest research, the expression of opinions and ideas by employees plays a vital role in influencing the expression of opinions and ideas by their subordinates. These findings could have a significant impact on companies that rely heavily on knowledge, such as those in the public and private sectors. Our research identifies a specific vocal behavior that can be enhanced through the use of EL techniques, with Psychological Empowerment playing a crucial role as a mediator. Implementing EL establishes a pathway for enhancing subordinates' perceptions of empowerment, which can motivate followers to assume additional responsibilities beyond their assigned roles, such as expressing their opinions. The moderating function of TId necessitates that managers and leaders prioritize voice behavior. Through the demonstration of EL, leaders have the ability to enhance their followers' feelings of empowerment and motivate them to assume additional responsibilities beyond their assigned roles, such as expressing their opinions. To promote EVB among followers, one must focus on the nature of their interactions with subordinates, as dictated by the moderating function of TId. Research findings indicate that EL serves as a catalyst for encouraging followers to actively participate in EVB. The robust correlation between EL and EVB can be further elucidated by the presence of EL and PEM, which conveys to subordinates a sense of security and efficacy in expressing their opinions.

References

- Abdullah, H., Ismail, I., Alnoor, A., & Yaqoub, E. (2021). Effect of perceived support on employee's voice behaviour through the work engagement: a moderator role of locus of control. *International Journal of Process Management and Benchmarking*, 11(1), 60-79.
- Afsar, B., Shahjehan, A., Shah, S. I., & Wajid, A. (2019). The mediating role of transformational leadership in the relationship between cultural intelligence and employee voice behavior: A case of hotel employees. *International Journal of Intercultural Relations*, 69, 66-75.
- Al Halbusi, H., Williams, K. A., Ramayah, T., Aldieri, L., & Vinci, C. P. (2021). Linking ethical leadership and ethical climate to employees' ethical behavior: the moderating role of person–organization fit. *Personnel Review*, 50(1), 159-185.
- Alkhadra, W. A., Khawaldeh, S., & Aldehayyat, J. (2022). Relationship of ethical leadership, organizational culture, corporate social responsibility and organizational performance: a test of two mediation models. *International Journal of Ethics and Systems*(ahead-of-print).
- Allegrini, V., Monteduro, F., & Del Prete, F. (2022). Explaining the Use of Performance Information by Public Managers: Do Task-Related Factors Matter? *Public Organization Review*, 22(4), 949-965.
- AlMulhim, A. F., & Mohammed, S. M. (2023). The impact of inclusive leadership on innovative work behavior: a mediated moderation model. *Leadership & Organization Development Journal*, 44(7), 907-926.
- Aqqad, N., Obeidat, B., Tarhini, A., & Masa'deh, R. e. (2019). The relationship among emotional intelligence, conflict management styles, and job performance in Jordanian banks. *International Journal of Human Resources Development and Management*, 19(3), 225-265.
- Ayaz, S. (2021). Saudi women perceptions on ethical leadership and trust. *PalArch's Journal of Archaeology of Egypt/Egyptology*, 18(14), 753-761.
- Bacones, N. V., & Diokno, C. O. B. (2023). Leadership and Its Impact on Accountant's Work Behavior in the Local Government. *Open Journal of Accounting*, 12(3), 55-64.
- Bhana, A., & Bayat, M. S. (2020). The relationship between ethical leadership styles and employees effective work practices. *International Journal of Higher Education; Vol. 9, Issue 4*.
- Bhatti, S. H., Kiyani, S. K., Dust, S. B., & Zakariya, R. (2021). The impact of ethical leadership on project success: the mediating role of trust and knowledge sharing. *International Journal of Managing Projects in Business*, 14(4), 982-998.
- Braun, S., Peus, C., Weisweiler, S., & Frey, D. (2013). Transformational leadership, job satisfaction, and team performance: A multilevel mediation model of trust. *The Leadership Quarterly*, 24(1), 270-283.
- Chou, S. Y., & Barron, K. (2016). Employee voice behavior revisited: its forms and antecedents. *Management Research Review*, 39(12), 1720-1737.

- Cooper, B., Cohen, T. R., Huppert, E., Levine, E. E., & Fleeson, W. (2023). Honest behavior: Truth-seeking, belief-speaking, and fostering understanding of the truth in others. *Academy of Management Annals*, *17*(2), 655-683.
- Dahleez, K. A., Aboramadan, M., & Abdelfattah, F. (2023). Inclusive leadership and job satisfaction in Omani higher education: the mediation of psychological ownership and employee thriving. *International Journal of Educational Management*, *37*(4), 907-925.
- Dua, A. K., Farooq, A., & Rai, S. (2023). Ethical leadership and its influence on employee voice behavior: role of demographic variables. *International Journal of Ethics and Systems*, *39*(2), 213-235.
- Ejaz, T., Anjum, Z.-u.-Z., Rasheed, M., Waqas, M., & Hameed, A. A. (2022). Impact of ethical leadership on employee well-being: the mediating role of job satisfaction and employee voice. *Middle East Journal of Management*, *9*(3), 310-331.
- Furtado, L., & Sobral, F. (2023). What Works for Me Does Not Work for Us: Exploring the Relationships Between LMX Differentiation and Individual and Team Performance. *Journal of Business and Psychology*, 1-18.
- Ganesh, M., & Gupta, M. (2010). Impact of virtualness and task interdependence on extra-role performance in software development teams. *Team Performance Management: An International Journal*, *16*(3/4), 169-186.
- George, D., & Mallery, P. (2018). Reliability analysis. In *IBM SPSS Statistics 25 Step by Step* (pp. 249-260). Routledge.
- Ghalavi, Z., & Nastiezaie, N. (2020). Relationship of servant leadership and organizational citizenship behavior with mediation of psychological empowerment. *Eurasian Journal of Educational Research*, *20*(89), 241-264.
- Goo, W., Choi, Y., & Choi, W. (2022). Coworkers' organizational citizenship behaviors and employees' work attitudes: The moderating roles of perceptions of organizational politics and task interdependence. *Journal of Management & Organization*, *28*(5), 1011-1035.
- Gupta, S., Pathak, G. S., & Biswas, B. (2023). The roles of conflict management and psychological empowerment in virtual teams. *Information Technology & People*.
- Harms, P. D. (2022). Leadership Styles: Revisiting Lewin, Lippitt and White's Leadership in Boys Club Studies. *Organisational Psychology: Revisiting the Classic Studies*, 143.
- Hershcovis, M. S., Reich, T. C., Parker, S. K., & Bozeman, J. (2012). The relationship between workplace aggression and target deviant behaviour: The moderating roles of power and task interdependence. *Work & Stress*, *26*(1), 1-20.
- Higuero, G. P. (2022). In a context where people work according to an Agile method, what is the relationship between self-management and task performance, and is this relationship mediated by psychological empowerment and positively moderated by self-efficacy between psychological empowerment and task performance?
- Huang, L., & Paterson, T. A. (2017). Group ethical voice: Influence of ethical leadership and impact on ethical performance. *Journal of management*, *43*(4), 1157-1184.

- Ilyas, S., Abid, G., Ashfaq, F., Ali, M., & Ali, W. (2021). Status quos are made to be broken: The roles of transformational leadership, job satisfaction, psychological empowerment, and voice behavior. *Sage Open*, *11*(2), 21582440211006734.
- Islam, T., Khatoon, A., Cheema, A. U., & Ashraf, Y. (2023). How does ethical leadership enhance employee work engagement? The roles of trust in leader and harmonious work passion. *Kybernetes*.
- Jami, M. S., Massoudi, A. H., & Al-Salami, Q. H. (2023). Ethical Leadership Role in Job Embeddedness and Job Involvement. *Cihan University-Erbil Journal of Humanities and Social Sciences*, *7*(1), 11-15.
- Jha, S. (2019). Team psychological safety and team performance: A moderated mediation analysis of psychological empowerment. *International Journal of Organizational Analysis*, *27*(4), 903-924.
- Jiang, Z., Hu, X., Wang, Z., & Griffin, M. A. (2023). Enabling workplace thriving: A multilevel model of positive affect, team cohesion, and task interdependence. *Applied Psychology*.
- Juyumaya, J. (2022). How psychological empowerment impacts task performance: The mediation role of work engagement and moderating role of age. *Frontiers in Psychology*, *13*, 889936.
- Karim, R. A., Rabiul, M. K., & Kawser, S. (2023). Connecting e-customer relationship management and e-loyalty to willingness to recommend a bank service: the sequential mediating roles of e-satisfaction and e-service quality. *Global Knowledge, Memory and Communication*.
- Khassawneh, O. (2023). Employee Voice in the United Arab Emirates. In *Employee Voice in the Global South: Insights from Asia, Africa and South America* (pp. 207-232). Springer.
- Kim, M., & Beehr, T. A. (2021). The power of empowering leadership: Allowing and encouraging followers to take charge of their own jobs. *The International Journal of Human Resource Management*, *32*(9), 1865-1898.
- Klopotan, I., Aleksić, A., & Vinković, N. (2020). Do business ethics and ethical decision making still matter: Perspective of different generational cohorts. *Business Systems Research: International journal of the Society for Advancing Innovation and Research in Economy*, *11*(1), 31-43.
- Latif, B., Ong, T. S., Meero, A., Abdul Rahman, A. A., & Ali, M. (2022). Employee-perceived corporate social responsibility (CSR) and employee pro-environmental behavior (PEB): The moderating role of CSR skepticism and CSR authenticity. *Sustainability*, *14*(3), 1380.
- Le Blanc, P. M., González-Romá, V., & Wang, H. (2021). Charismatic leadership and work team innovative behavior: The role of team task interdependence and team potency. *Journal of Business and Psychology*, *36*, 333-346.
- Le, K. B. Q., Sajtos, L., & Fernandez, K. V. (2023). Employee-(ro) bot collaboration in service: an interdependence perspective. *Journal of Service Management*, *34*(2), 176-207.

- Lee, C.-c., Lin, Y.-h., Huang, H.-c., Huang, W.-w., & Teng, H.-h. (2015). The effects of task interdependence, team cooperation, and team conflict on job performance. *Social Behavior and Personality: an international journal*, 43(4), 529-536.
- Lee, W. R., Choi, S. B., & Kang, S.-W. (2021). How leaders' positive feedback influences employees' innovative behavior: The mediating role of voice behavior and job autonomy. *Sustainability*, 13(4), 1901.
- Lemoine, G. J., Hartnell, C. A., & Leroy, H. (2019). Taking stock of moral approaches to leadership: An integrative review of ethical, authentic, and servant leadership. *Academy of Management Annals*, 13(1), 148-187.
- Li, L., & Zheng, X. (2023). Does subordinate moqi affect employee voice? The role of work engagement and role stress. *Journal of Organizational Change Management*, 36(5), 738-754.
- Lin, W. L., Yip, N., Ho, J. A., & Sambasivan, M. (2020). The adoption of technological innovations in a B2B context and its impact on firm performance: An ethical leadership perspective. *Industrial Marketing Management*, 89, 61-71.
- Melchers, R. E., & Beck, A. T. (2018). *Structural reliability analysis and prediction*. John Wiley & sons.
- Memon, K. R., & Ghani, B. (2023). The relationship between performance appraisal system and employees' voice behavior through the mediation-moderation mechanism. *South Asian Journal of Business Studies*, 12(2), 220-241.
- Mowbray, P. K., Wilkinson, A., & Tse, H. H. (2015). An integrative review of employee voice: Identifying a common conceptualization and research agenda. *International Journal of Management Reviews*, 17(3), 382-400.
- Mubarak, N., Khan, J., Safdar, S., Muhammad, S., & Riaz, A. (2022). Ethical leadership in project-based organizations of Pakistan: the role of psychological empowerment and Islamic work ethics. *Management Research Review*, 45(3), 281-299.
- Muharam, M. P. (2023). The Impact of Transformational Leadership on Employee Satisfaction. *JURNAL EMA*, 1(2), 49-56.
- Munawar, S., Yousaf, H. Q., Ahmed, M., & Rehman, S. (2023). The impact of emotional intelligence, servant leadership, and psychological safety on employee's innovative behavior with the moderating effect of task interdependence in Lahore, Pakistan. *Current Psychology*, 1-14.
- Musenze, I. A., & Mayende, T. S. (2023). Ethical leadership (EL) and innovative work behavior (IWB) in public universities: examining the moderating role of perceived organizational support (POS). *Management Research Review*, 46(5), 682-701.
- Nguyen, H. T. N., Nguyen, H. T. T., Truong, A. T. L., Nguyen, T. T. P., & Nguyen, A. V. (2023). Entrepreneurial culture and innovative work behaviour: the mediating effect of psychological empowerment. *Journal of Entrepreneurship in Emerging Economies*, 15(2), 254-277.
- Nguyen, N. T. T., Nguyen, N. P., & Hoai, T. T. (2021). Ethical leadership, corporate social responsibility, firm reputation, and firm performance: A serial mediation model. *Heliyon*, 7(4).

- Oladinrin, O. T., Arif, M., Rana, M. Q., & Gyoh, L. (2023). Interrelations between construction ethics and innovation: A bibliometric analysis using VOSviewer. *Construction Innovation, 23*(3), 505-523.
- Oliveira, M., Andrade, J. R., Ratten, V., & Santos, E. (2023). Psychological empowerment for the future of work: Evidence from Portugal. *Global Business and Organizational Excellence.*
- Pacheco, P. O., & Coello-Montecel, D. (2023). Does psychological empowerment mediate the relationship between digital competencies and job performance? *Computers in Human Behavior, 140*, 107575.
- Patterson, E. W., Ball, K., Corkish, J., & Whittick, I. M. (2022). Do you see what I see? Enhancement of rigour in qualitative approaches to inquiry: a systematic review of evidence. *Qualitative Research Journal, 23*(2), 164-180.
- Pitafi, A. H., Kanwal, S., Ali, A., Khan, A. N., & Ameen, M. W. (2018). Moderating roles of IT competency and work cooperation on employee work performance in an ESM environment. *Technology in Society, 55*, 199-208.
- Ponti, M., & Seredko, A. (2022). Human-machine-learning integration and task allocation in citizen science. *Humanities and Social Sciences Communications, 9*(1), 1-15.
- Qi, L., Liu, B., Wei, X., & Hu, Y. (2019). Impact of inclusive leadership on employee innovative behavior: Perceived organizational support as a mediator. *PloS one, 14*(2), e0212091.
- Qing, M., Asif, M., Hussain, A., & Jameel, A. (2020). Exploring the impact of ethical leadership on job satisfaction and organizational commitment in public sector organizations: The mediating role of psychological empowerment. *Review of Managerial Science, 14*, 1405-1432.
- Rubbab, U.-e., Naqvi, S. M. M. R., Irshad, M., & Zakariya, R. (2023). Impact of supervisory delegation on employee voice behavior: role of felt obligation for constructive change and voice climate. *European Journal of Training and Development, 47*(7/8), 769-787.
- Saha, R., Shashi, Cerchione, R., Singh, R., & Dahiya, R. (2020). Effect of ethical leadership and corporate social responsibility on firm performance: A systematic review. *Corporate Social Responsibility and Environmental Management, 27*(2), 409-429.
- Sakr, F., Haddad, C., Zeenny, R. M., Sacre, H., Akel, M., Iskandar, K., Hajj, A., & Salameh, P. (2022). Work ethics and ethical attitudes among healthcare professionals: the role of leadership skills in determining ethics construct and professional behaviors. *Healthcare,*
- Schermuly, C. C., Creon, L., Gerlach, P., Graßmann, C., & Koch, J. (2022). Leadership styles and psychological empowerment: A meta-analysis. *Journal of Leadership & Organizational Studies, 29*(1), 73-95.
- Schermuly, C. C., & Meyer, B. (2020). Transformational leadership, psychological empowerment, and flow at work. *European Journal of Work and Organizational Psychology, 29*(5), 740-752.

- Sesilia, A. P., & Purba, D. E. (2019). Is the Relationship of Proactive Personalities to Creativity Mediated by Voice Behavior in Indonesian Marketing Employees? 2nd International Conference on Intervention and Applied Psychology (ICIAP 2018),
- Sewchurran, K., Dekker, J., & McDonogh, J. (2019). Experiences of embedding long-term thinking in an environment of short-termism and sub-par business performance: Investing in intangibles for sustainable growth. *Journal of Business Ethics*, 157, 997-1041.
- Shimizu, I., Matsuyama, Y., Duvivier, R., & van der Vleuten, C. (2021). Contextual attributes to promote positive social interdependence in problem-based learning: a focus group study. *BMC Medical Education*, 21(1), 1-9.
- Siyal, S., Liu, J., Ma, L., Kumari, K., Saeed, M., Xin, C., & Hussain, S. N. (2023). Does inclusive leadership influence task performance of hospitality industry employees? Role of psychological empowerment and trust in leader. *Heliyon*, 9(5).
- Stone, A. G., & Patterson, K. (2023). The history of leadership focus. *Springer Books*, 689-715.
- Sun, B., Zhu, F., Lin, S., Sun, J., Wu, Y., & Xiao, W. (2022). How is professional identity associated with teacher career satisfaction? A cross-sectional design to test the multiple mediating roles of psychological empowerment and work engagement. *International Journal of Environmental Research and Public Health*, 19(15), 9009.
- Sun, Y., Yang, H., Qian, C., Jiang, Y., Luo, X., & Wu, X. (2022). Voice endorsement and employee safety voice behavior in construction projects: The mediating role of leader-member exchange. *International Journal of Environmental Research and Public Health*, 19(6), 3374.
- Suryadi, D., Setyaningsih, S., & Tukiran, M. (2023). STRENGTHENING OF TRANSFORMATIONAL LEADERSHIP, EMPOWERMENT, WORK MOTIVATION AND TRUST IN ENHANCING TEACHER PROFESSIONAL COMMITMENT. *Journal of Industrial Engineering & Management Research*, 4(2), 42-56.
- Tager, A. G., Zaki, M. M., & Ibrahim, A. R. (2023). Linking Psychological Empowerment to Innovative Work Behavior in Hotels. *International Journal of Tourism and Hospitality Management*, 6(1), 186-205.
- Torlak, N. G., Demir, A., & Budur, T. (2022). Decision-making, leadership and performance links in private education institutes. *Rajagiri Management Journal*, 16(1), 63-85.
- Uslu, O. (2019). A general overview to leadership theories from a critical perspective. *Маркетинг і менеджмент інновацій*(1), 161-172.
- Vandavasi, R. K. K., McConville, D. C., Uen, J.-F., & Yepuru, P. (2020). Knowledge sharing, shared leadership and innovative behaviour: a cross-level analysis. *International Journal of Manpower*, 41(8), 1221-1233.
- Vij, S. Management and Leadership Lessons from Indian Scriptures: An Empirical Study.
- Vivona, R., Demircioglu, M. A., & Audretsch, D. B. (2023). The costs of collaborative innovation. *The Journal of Technology Transfer*, 48(3), 873-899.

- Walumbwa, F. O., & Schaubroeck, J. (2009). Leader personality traits and employee voice behavior: mediating roles of ethical leadership and work group psychological safety. *Journal of applied psychology, 94*(5), 1275.
- Wang, F. (2018). Social justice leadership—Theory and practice: A case of Ontario. *Educational Administration Quarterly, 54*(3), 470-498.
- Wang, H. K., & Yen, Y. F. (2023). How the organizational ethical climate accounts for employee voice behavior: a multilevel analysis. *Asia Pacific Journal of Human Resources, 61*(1), 124-145.
- Wong, A., Wang, X., Wang, X., & Tjosvold, D. (2020). Ethical leaders manage conflict to develop trust. *Leadership & Organization Development Journal, 41*(1), 133-146.
- Yazdanshenas, M., & Mirzaei, M. (2023). Leadership integrity and employees' success: Role of ethical leadership, psychological capital, and psychological empowerment. *International Journal of Ethics and Systems, 39*(4), 761-780.
- Yousaf, K., Abid, G., Butt, T. H., Ilyas, S., & Ahmed, S. (2019). Impact of ethical leadership and thriving at work on psychological well-being of employees: Mediating role of voice behaviour. *Business, Management and Economics Engineering, 17*(2), 194-217.
- Yusuf, M., Haryono, A., Hafid, H., Salim, N. A., & Efendi, M. (2022). Analysis Of Competence, Leadership Style, And Compensation In The Bandung City Pasar Bermartabat. *Jurnal Darma Agung, 30*(1), 524-522-553.
- Zahari, N. *Transformational leadership style and talent management practices in improving employee engagement in the Malaysian public sector: the mediating role of public service motivation* [University of Nottingham].
- Zhu, H., Khan, M. K., Nazeer, S., Li, L., Fu, Q., Badulescu, D., & Badulescu, A. (2022). Employee voice: A mechanism to harness employees' potential for sustainable success. *International Journal of Environmental Research and Public Health, 19*(2), 921.