

The Impact of Transformational Leadership on Employee Voice Behavior: The Role of Organizational Identification and Procedural Justice

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Abstract

Through a questionnaire survey of 363 employees and their direct leaders in china, this study analyzes the effect of transformational leadership on employee voice behavior and the mediating role of organizational identification and procedural justice on the moderating effect. The results show that: the transformational leadership has a positive effect on employee voice behavior; transformational leadership affects employee voice through the mediating effect of organizational identification of employees; the procedural justice positively regulates the impact of transformational leadership on subordinates' organizational identification, the procedural justice is higher, the positive relationship between transformational leadership and employee organizational identification is stronger, and vice versa the weak; finally discusses the research theory significance and the application value.

Key words: Transformational leadership; Organizational identification; Procedure justice; Employee voice

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INTRODUCTION

With a further increase in the competitive environment at home and abroad, the organization itself and the leader of organization simply can not deal with the current changes,

the organization also must rely on the joint efforts of the staff, it is particularly important when people actively put forward own proposal to solve the development of the organization of the problem (Van Dyne, & LePine, 1998). But in the Chinese specific cultural context, employees facing practical problems, often choose to support superior decision or to remain silent, but many theoretical and empirical support that subordinates' voice behaviors is beneficial to improve the competitiveness of the organization. In reality, many enterprises use anonymous mailboxes, anonymous report and other ways to ensure the safety of all employees, but the actual effect is not ideal, the reason lies that in the psychological safety perception is one of employee voice conditions, namely the staff moved not safe, he would not build words, but even if the employees have a psychological sense of security are not necessarily to advice (Carr, 2004). Really the key role on employee voice is employees employee commitment in the organization and their identity, status based on cognitive, voice behavior is a kind of extra role behavior of employees on organizational identity and exhibit based, Organizational identification is an important source of this deep motivation.

Transformational leadership is through the identification of the employees to leadership and vision, motivate subordinates for the organization to sacrifice their own interests (Bass & Riggio, 2006), so that the staff would make the greatest effort. Organizational justice organizational level is a very important factor, Procedural justice refers to the justiceness of staff on the procedures and methods used to determine the results of perception, including employee involvement, consistency, impartiality and rationality. Taking into account the staff based on specific leadership behaviors of procedural justice to the occurrence of interpretation in this context and react accordingly, validity may be procedural justice will affect the leadership behavior. This study from the perspective of organizational identification theory and procedures

for justice on starting focuses on transformational leadership behavior effects on voice behavior, verify that the organization identity mediating effect between transformational leadership behavior and voice behavior.

1. LITERATURE REVIEW AND RELEVANT HYPOTHEIS

1.1 Effect of Transformational Leadership on Employee Voice

In recent years, researchers have done a lot of leadership theory, transformational leadership style research (Bass & Jung, 1999; Judge & Bono, 2000). Transformational leadership style means leaders through the charismatic leadership and leadership charisma, intellectual stimulation and individual consideration (Bass, 1999), so that employees maximize their potential to achieve the highest level of performance (Bass & Avolio, 1990). Li Chaoping and Shi Kan (2005) study found that in the China cultural background, transformational leadership includes four dimensions of motivation, charismatic leadership, vision of personalized care and virtue. The vision of incentive refers to employees described next, let the staff know the prospects of the organization, for the staff to indicate the goals and direction of development, explaining the work significance. Charisma refers to the leaders of business ability, open-minded, strong responsibility and sense of innovation, work very dedicated, can use their own high standards of work etc.. The two dimensions and the Bass theory of motivation and leadership charisma connotation consistent vision. Compared with the personalized care in Bass theory, Chinese Transformational Leadership in personalized care broader implications, in addition to emphasizing on employees' work and personal development concern, also stressed on the families of employees and concerns of life. Most Chinese cultural characteristics of Chinese style of transformational leadership is a virtue, referring to the leaders of the spirit of dedication, sacrifice, match words with deeds, set an example, embodies the virtue of traditional Chinese culture. The theory of intelligent Bass in excitation in the context of Chinese organizations in part attributable to the charismatic leadership, the other part is attributed to the personalized care. This is because China's organization employees to get the leader's intellectual stimulation perception as the charismatic leadership or personalized care.

Transformational leadership is willing to accept changes and implement proactive, behavior. BASS pointed out that transformational leadership, often through motivating subordinates bound go beyond the rules, creative problem solving to achieve change. From the specific leadership behaviors of transformational leadership, enthusiasm, charisma, personalized care and intellectual stimulation may enhance employee voice:

charisma will evoke strong emotion recognition of subordinate leaders, so that subordinates to improve the organization more willing to invest the leader engaged in action; charismatic leader subordinate describe the desirable vision and placed higher expectations, will motivate subordinates work enthusiasm, to strengthen the subordinates to organizational goals and vision of the future promises, so that subordinates are more willing to for the future of the organization brainstorming; Personalized care behavior reflects the leaders can take the initiative to listen to the voice of the staff, compassionate staff of hard work, care for each employee the unique ability, interest and achievement motivation, two-way communication which will contribute to the excitation between leaders and subordinates and subordinates views, two-way communication which will help to stimulate and between leaders and subordinates the expression of opinions and suggestions of the subordinates. The leader of the intellectual stimulation behavior emphasizes active creating open environment, the pursuit of new knowledge and respect the initiative, which will take the initiative to stimulate the staff's awareness of the status quo, actively to change the organization.

Hypothesis 1: Transformational leadership has significant positive effect on employee voice behavior.

1.2 The Mediating Role of Organizational Identification

Organizational identification concept originated from social identity theory (Bono, & Ilies, 2006), refers to the individual members of the organization for the cognitive process of feeling, a sense of belonging, it reflects the personal and organizational coherence in the values. Pratt (1998) think that organizational identification have two basic motives: One is the need to self classify, thus the definition of "individual position in society" (Tajfel, 1981); the two is the need for self promotion, hope to be able to return as the members of the organization (Smidts, 2001). Organizational identification is social identity cognition in this particular environment in the organization, individual to organization membership. The definition of self, a perception which belong to the organization. It emphasizes the individual himself and tissue into issues in self definition, from "me" to "we" process. If employees perceive from the managers of the hostile behavior, may let the employees feel not to be accepted by the organization to reduce organizational identification.

Shamir (2001) and his colleagues think transformational leadership by improving intrinsic value associated with the goal realization of employees, emphasizing the subordinate relationship between effort and reach the goal of leadership and subordinates, establish a common vision, mission and objectives, can improve staff's organizational commitment. Transformational leadership by encouraging subordinates to think critically, using a new decision procedure, the different needs of recognition and appreciation of

each subordinate to develop individual potential, so as to affect subordinate organizational commitment (Avolio, 1999; Yammarino, Spangler, & Bass, 1993). Methods and challenges by encouraging staff to find new solutions to problems, clearly the needs of subordinates, transformational leadership can let subordinates more involved in the work, and finally to achieve a high level of organizational commitment (Walumbwa & Lawler, 2003). As can be seen, transformational leadership can motivate, inspire subordinates, to provide help for the subordinates, let the staff are passionate about organization, so it can be inferred that transformational leadership can enhance employees on organizational identity.

Hypothesis 2: The positive relationship between employee organizational identification mediates the transformational leadership behavior and employee voice behavior.

1.3 Regulation Function of Procedural Justice

Justice on behalf of the employees in the extent of perceived organizational decision making procedure is justice, consistent, unbiased and ethical. Considering the employee is based on specific leadership behaviors of procedural justice to the occurrence of interpretation in this context and react accordingly, validity may be procedural justice will affect the leadership behavior. Moreover, research on leadership and justice field had advocated to integrate equity theory and leadership studies. Procedural justice is not only the result of direct and staff work closely related (e.g., job performance, job satisfaction, organizational commitment and trust) (Colquitt, 2001), and can affect staff support, to the manager's trust, positive evaluation and obedience (Van Dyne, Ang, & Botero, 2003). Scholars have found to procedural justice affect employee reactions to the decision makers, procedural justice especially the legitimacy and the staff of the support of the leadership and authority have significant relationship. We believe that the procedural justice affect employee recognition of transformational leadership, determines the impact they recognized the extent and accept the transformational leadership behavior, so it can strengthen or weaken the effect of transformational leadership on employee organizational identification.

This high degree of trust and organizational identification makes workers more easily recognized and accepted the influence of leadership applied. Consistent with this theory, many scholars believe that the procedural justice by affecting employee's sense of identity to shape their attitude, emotion and behavior. High level procedural justiceness makes workers combining the self concept and the team and its leader, has an important influence on the identity of the staff's attitude and behavior, the recognition and support of the leadership behavior is one of the results (Walumbwa & Schaubroeck, 2009). The staff justice feeling can directly and indirectly influence the response to the leadership behavior and acceptance.

Procedural justice higher staff that the leadership is credible, produce higher on the leadership of organizational identification, tend to think of leadership behavior is a legitimate and correct, so willing to accept the impact of transformational leadership, organizational identification can more easily be transformational leadership building. The mutual influence between procedural justice and transformational leadership, employee procedural justice, the higher the more willing to accept the transformational leadership describe vision and accept the task goal setting.

Hypothesis 3: Procedural justice has a positive regulatory role in transformational leadership behavior and employee group identity, procedural justice of the higher level, the relationship between transformational leadership behavior and employee voice behavior is stronger; and more weak.

2. METHOD

2.1 Sample and Procedures

In this paper, the data from a large domestic home appliances manufacturing enterprises, the enterprises in the production of air conditioner, washing machine, TV is the main. The goal of the survey object is the direct leadership at all levels of employees and leadership, each evaluation of an employee. This study issued a total of 363 questionnaires were competent employees, 26 copies of questionnaires, after screening, to subordinate paired, before and after the two questionnaire after matching, finally get 302 effective questionnaires competent employees, 21 copies, effective recovery rate respectively is 83.19%, 80.76%. The sample structure to employee, men and women are basically the same (male about 51.6%), the average age is 27.9 years old, record of formal schooling of employees is not homogeneous, with a postgraduate degree is 20%, with a bachelor's degree is 30%, the remaining personnel education at the junior college or college the following.

2.2 Measurement

Transformational Leadership. We use Li Chaoping and Shi Kan (2005) the preparation of the Transformational Leadership Questionnaire, a total of 26 projects, of which 8 projects measurement virtue, 6 items measuring vision of incentives, 6 items measuring charismatic leadership, 6 items measuring personalized care. Use 7 points scoring, from "strongly disagree" to "strongly agree", the immediate superior is evaluated by the employees.

Organizational Identification. We use the reference Milleretal (2000) developed by the organization identity scale, a total of 11 topics, including 3 questions measuring cognitive organizational identification, 4 questions measuring affective organizational identification, 4 problems of measurement and evaluation of organizational identification.

Procedural Justice. We used Colquitt (2001) 7 questions developed by the scale to measure the variables, the scale has good reliability and validity and widely used.

Employee Voice. We used Van dyne (2003) 6 item scale to measure employee voice behavior, provided by the staff assessment.

3. RESULT

3.1 Correlation Analysis Between Main Variables

The main variables of mean, standard deviation and correlation coefficients are shown in table 1. Table 1 shows: the transformational leadership behavior and employee organizational identification ($r = .32, p < .01$), employee voice ($r = .50, p < .01$) are positively related; organizational identification and procedural justice ($r = .49, p < .01$) and employee voice ($r = .39, p < .01$) has a significant positive correlation; procedural justice and employee advice ($r = .46, p < .01$) has significant positive correlation. On this basis, moderating effect mediating effect and program can check the organizational identity justice.

Table 1
Correlation Analysis Between Main Variables

Variable	Mean	SD	1	2	3
1	4.56	0.86			
2	4.73	1.02	.32**		
3	4.34	1.07	.42**	.49**	
4	4.42	1.09	.50**	.39**	.46**

Note. (1) Transformational leadership. (2) Organizational identification. (3) Procedure justice. (4) Employee voice. * $p < .05$, ** $p < .01$

3.2 The Mediating Effect of Organizational Identification

The intermediary role of this study used structural equation model to test the organizational identification in the transformational leadership and employee voice in a relationship. The organizational commitment scale, transformational leadership of each dimension are packed into one index, for employee voice single dimension scale, packaged with project related law, the final three scale contains 3 index. At the same time, the establishment of non intermediary role model a (organizational identification, employee voice path) and b (transformational leadership, organizational identity path), then fitting index comparison (see Table 2).

The results showed: The model of a and c $\Delta\chi^2(1) = 75.60 (p < .01)$. The model of b and c $\Delta\chi^2(1) = 17.30 (p < .01)$. Fit the model (c), and significantly better than no intermediary model. The test results show that the intermediary effect, transformational leadership on employee voice standardized path coefficients were significant ($\beta = .67, p < .01$). Join the intermediary variable, path coefficient of transformational leadership

on employee voice was still ($\beta = .55, p < .01$). Path coefficient of transformational leadership on the organizational identification of significant ($\beta = .49, p < .01$), Organizational identity path coefficient on employee voice also significantly ($\beta = .24, p < .01$). The mediating effect of organizational identification in the significant relationship between transformational leadership and employee voice in.

Table 2
The Mediating Effect of Organizational Identification

Model	χ^2	df	χ^2/df	RMSEA	TLI	CFI	GFI
a	229.52	61	3.76	.082	.89	.91	.92
b	171.28	61	2.81	.066	.93	.94	.93
c	153.91	60	2.56	.062	.94	.95	.95

3.3 The Regulating Effect of Procedural Justice

This research adopts the hierarchical regression analysis method to test procedure justice in transformational leadership and organizational identification in the relations between the adjustment effect. The independent variables and the moderating variables do centered, organizational identification as the dependent variable, the control variable is forced into the model, and then change the interaction term of procedural justice, leadership, transformational leadership and procedure justice way into the model by stepwise regression. Model 3 shows (Table 3), interaction on organizational identification regression coefficient of transformational leadership and justice procedure significantly, namely the procedural justice has a moderating effect on transformational leadership and organizational identification.

Table 3
The Regulating Effect of Procedural Justice

Variable	Organizational identification		
	Process 1	Process 2	Process 3
Sex	-.15*	-.09	-.08
Company	.03	.02	.08
Education	.07	.01	.03
Job time	-.16	-.09	-.14
Postion	.11	.09	.16**
TL		.30**	.09*
Procedural Justice			.47**
TL×Procedural Justice			.12**
R ²	.09	.17	.34
ΔR^2	.09**	.08**	.17**

Note: * $p < .05$, ** $p < .01$; TL: Transformational leadership

CONCLUSIONS AND DISCUSSION

Conclusions

This study from the perspective of social identity theory, and the combination of transformational leadership behavior theory and the practice of China to

explore the Western managers whether the impact of voice behavior subordinate and influence mechanism, the proposed research model, and adopts the way of questionnaire survey to verify the research model. This study first confirms that transformational leadership would have a positive impact on the staffs voice behavior. Staff of procedural justice will affect the employee for the subjective feeling of transformational leadership, employee of procedural justice is more bigger, the positive impact of transformational leadership on organizational identification is greater.

Practical Implications

This study confirms the existence of significant negative impact of transformational leadership on employee voice behavior. For the study of voice behavior is carried out from the following aspects, such as some scholars believe that the employee will affect employee voice behavior trust in leadership, leadership, openness, leader member exchange will affect employee voice behavior. The staff of the management advice or based on trust, based on either the norm of reciprocity, and the norm of reciprocity is to exchange relationship shape perception. In fact, the characteristics of voice behavior determines the behavior may be on the management of aggressive behavior and emotion is more sensitive, this study is to investigate the effect of it for voice behavior from positive leadership behavior point of view, a more thorough understanding of voice behavior behind the deep-seated restriction system, also have a certain instructive meaning to the practice of management.

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