

The Impact of Transformational Leadership on Employees' Advice Behavior

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Abstract

Employee voice behavior can improve organizational decision-making and promote the sustainable development of the organization, but the voice itself is risky. Employees will choose to remain silent because they are worried that their voice may be inappropriate, which may easily offend colleagues or superiors, and bring bad influence or punishment to themselves. . To motivate employees to generate authentic voices that are truly beneficial to the organization, this article explores how transformational leadership affects employee voice behaviors based on social exchange theory. The results show that transformational leadership has a significant positive impact on employee voice behavior; constructive responsibility perception plays a partial mediating role, and leadership representation positively moderates the relationship between transformational leadership and constructive responsibility perception. The results of this study have certain positive significance for improving employee voice.

Keywords

Transformational Leadership; Employee; Advice Behavior; Constructive Sense of Responsibility; Leadership Representation.

1. Introduction

Burns believes that transformational leadership is all about inspiring employees to motivate themselves and motivating them to go beyond the benefits of the organization after achieving individual interests. Employee suggestion behavior refers to the interpersonal communication behavior of employees in the organization who take the initiative to provide constructive suggestions to the organization in order to improve the work or the status quo of the organization [1]. Research has shown that transformational leadership promotes employee advocacy behavior. Chen Long et al. believe that constructive responsibility perception is the belief that individuals feel obligated to bring constructive changes to the organization, which can effectively stimulate employees' positive behavior motivation[2], including employee suggestion behavior. Luo Yi et al. believe that transformational leadership makes employees aware of the importance of the tasks they undertake, and enhances their sense of mission and responsibility [3]. Leadership representation describes the extent to which subordinates see leaders as agents of the organization,[4] and the staff will pay particular attention to the instruction, evaluation, and guidance functions performed by the leader on behalf of the organization, guiding employees to summarize their views on the exchange relationship between the leader and the organization.[5] Therefore, this paper takes leadership representation as a regulatory variable and constructive responsibility perception as an intermediary variable, and explores its influence mechanism between transformational leadership and employee suggestion behavior.

2. Theoretical Analysis and Research Assumptions

2.1. Transformational Leadership and Employee Voice Behavior

Based on the theory of social exchange, when employees perceive the role of leaders in guiding their own development, they will actively contribute their own views and perspectives to reward the organization or leader [6]. Most studies believe that transformational leaders can effectively improve the level of employee suggestion behavior with their unique personality charm, depiction of a beautiful vision of the organization, stimulation of employee intelligence and personalized care [7]. Through empirical research, Liang et al. have found that transformational leadership can positively influence employee suggestion behavior. In view of this, we propose the following assumptions:

Hypothesis 1: Transformational leadership has a positive impact on employee advice behavior.

2.2. The Mediating Role of Constructive Responsibility Perception

According to Bass, transformational leadership refers to making employees aware of their responsibilities to the organization by clarifying their visions and expectations, and that they lead by example, care, and continuously guide, support, and motivate employees to develop their personal talents.[8] According to the theory of social exchange, when the leader provides resources that benefit the employee, the employee develops a sense of reward, and the leader is the agent of the organization, and the employee projects the awareness of this return into the organization, stimulating a high level of constructive sense of responsibility [9]. Therefore, this paper argues that transformative leadership has a contributing role in employees' sense of constructive responsibility.

Zhu et al. believe that employees with a high sense of constructive responsibility have a strong internal motivation to benefit their organizations, and are more likely to make constructive behaviors that are conducive to improving organizational efficiency[10], while suggestions are constructive behaviors that are conducive to organizational improvement and correct potential problems in the organization[11]. Therefore, constructive responsibility perception has a positive impact on employee advice. In view of this, we propose the following assumptions:

Hypothesis 2: Employees' constructive sense of responsibility mediates change leadership with employee advice.

2.3. The Regulatory Role of Leadership Representation

Employees may always see leaders as members of an organization, but they don't always see leaders as representatives of the organization. Therefore, we believe that even if subordinates think that their superiors and themselves belong to the same group, if the leader is not the representative of the organization's archetypal characteristics, then the employee may not have a self-classification process. Wu's research found that when employees perceive a higher degree of leadership organization incarnation, the positive impact of transformative leadership on employee organizational identity is enhanced, which in turn leads to higher job performance [13]. In view of this, we propose the following assumptions:

Hypothesis 3: Leadership representation positively regulates the relationship between transformative leadership and constructive sense of responsibility.

3. Research and Design

This paper collected questionnaires through the way of filling in the network, and a total of 650 questionnaires were recovered, of which 614 were valid questionnaires, and the effective recovery rate of questionnaires was 94.46%. In the effective employee sample, in terms of gender, men accounted for 50.98% and women accounted for 49.02%; In terms of age, 26-40 years old account for the majority; Most of the working years are more than 3 years; Bachelor

degree or above accounted for 67.26% of undergraduate degrees; The nature of the enterprise is relatively widely distributed. In addition to the control variables, the main variables all use The Rickett 5-point scoring method, from 1 to 5 points, representing complete non-conformity, non-conformity, uncertainty, comparative conformity and full compliance, respectively.

4. Variable Measurement

Transformational leadership uses a scale developed by BASS[14] with a total of 26 questions and an internal consistency reliability coefficient α value of 0.957. Constructive responsibility perception adopts a scale adapted by Liang et al. [15] with a total of 5 topics, and its internal consistency reliability coefficient α value of 0.937. Leadership representation uses a scale developed by Eisenberger[4] for a total of 9 items, with an internal consistency reliability coefficient of α value of 0.959. Employee suggestion behavior uses a scale developed by Liang et al. [15], and its internal consistency reliability coefficient α value is 0.938. At the same time, this paper selects gender, age, working years, education, nature of the enterprise and position as control variables.

5. Analyze the Results

5.1. Validation Factor Analysis

In this paper, we will use the validation factor analysis method to perform a differentiated validity test for the four variables involved. The test results shown in Table 1, compared with the one-factor model, two-factor model, and three-factor model, the four-factor model has the most ideal fit for the actual data ($\chi^2 / df=1.692$, RMSEA=0.034, IFI=0.973, TLI=0.972, CFI=0.973), indicating that the four variables involved in this study have good sensitivity and can represent four different concepts.

5.2. Common Method Deviation

In this paper, the Harman one-factor test method was used to check whether there was a common method deviation problem, and the results showed that the factors with a feature root greater than 1 were 8, and the maximum factor variance of the first factor was 39.867%. In summary, from the test results, it can be seen that the common method deviation problem in this paper is at a controllable level.

5.3. Descriptive Statistics

Table 1. Descriptive statistics and correlation analysis

VR	M	MSD	1	2	3	4	5	6	7	8	9	10
1 gender	1.49	0.50										
2 age	2.51	0.92	0.01									
3 Working	2.87	1.36	0.02	0.53**								
4 degree	2.71	0.78	-0.06	-0.06	-0.26**							
5 enterprise	2.47	1.08	0.07	0.03	-0.13**	0.12**						
6 posts	1.53	0.79	-0.08	0.19**	0.02	0.36**	0.15**					
7 TL	3.37	0.85	-0.02	0.04	0.00	0.08	0.01	-0.04				
8 LR	3.05	1.12	0.01	0.04	0.11**	0.00	0.03	-0.01	0.44**			
9 CSOR	4.28	1.44	-0.02	-0.01	0.03	.08*	-0.01	-0.02	0.63**	0.34**		
10 EAB	3.43	1.05	-0.03	-0.02	-0.08*	0.05	-0.02	-0.03	0.69**	0.15**	0.60**	

Table 1 is the descriptive statistics and correlation analysis results of each study variable. It can be seen from Table 1 that transformational leadership is positively correlated with constructive responsibility perception ($r = 0.63, p < 0.01$), employee voice behavior ($r = 0.69, p < 0.01$), constructive responsibility perception and employee voice behavior ($r = 0.60, p < 0.01$), and leadership representation was positively correlated with constructive responsibility perception ($r = 0.34, p < 0.01$).

5.4. Hypothesis Testing

Regression analysis using spss.26 shows that transformational leadership has a significant positive effect on employee suggestion behavior ($\beta = 0.691, P < 0.001$) as shown in Table 3 M2, and hypothesis 1 holds.

As shown in Table 2 M5, there is a significant positive impact of transformational leadership on the constructive responsibility perception of employees ($\beta = 0.634, P < 0.001$); from the M3 of Table 2, it can be seen that the constructive responsibility perception of employees has a significant positive impact on employee suggestion behavior ($\beta = 0.283, P < 0.001$); the constructive responsibility perception of transformational leadership and employees is included in the regression model, and the impact of transformational leadership on employee suggestion behavior is significantly reduced ($\beta = 0.512, P < 0.001$). Therefore, employees' constructive sense of responsibility plays a part of the mediating role between transformative leadership and employee advice behavior, and hypothesis 2 is verified.

Table 2. Regression analysis results

	EAB				CSOR		
	M1	M2	M3	M4	M5	M6	M7
gender	-0.023	-0.011	-0.010	-0.015	-0.004	-0.005	-0.012
age	0.039	-0.008	0.015	-0.039	-0.081*	-0.077*	-0.076*
Working	-0.092	-0.089*	-0.112**	0.078	0.080*	0.070	0.070
degree	0.050	-0.026	-0.040	0.118**	0.049	0.050	0.047
enterprise	-0.026	-0.036	-0.033	0.000	-0.009	-0.012	-0.019
posts	-0.053	0.012	0.010	-0.054	0.006	0.005	0.006
X							
TL		0.691***	0.512***		0.634***	0.601***	0.669***
M							
CSOR			0.283***				
Z							
LR						0.073*	0.041
INT							
TL* LR							0.131***
R2	0.012	0.483	0.530	0.013	0.409	0.413	0.426
▲R2	0.012	0.471***	0.047***	0.013	0.395***	0.004*	0.013***
F	1.209	80.728***	85.234***	1.360	59.822***	53.166***	49.850***

As can be seen in Table 2 M7, when the interaction between the transformational leadership, the employee's constructive responsibility perception, the leadership representative, and the employee's constructive responsibility perception enter the regression equation with the constructive responsibility perception as the dependent variable, the relationship between the

transformational leadership and the employee's suggestion behavior is significantly adjusted ($\beta = 0.131$, $P < 0.001$). From Figure 2, it can be seen that when the leadership representation is high, the influence of transformative leadership on constructive responsibility perception is greatly strengthened, and vice versa, it is significantly weakened, which further verifies that the relationship between the significant positive adjustment of leadership representativeness and the constructive responsibility perception of transformational leadership is further verified.

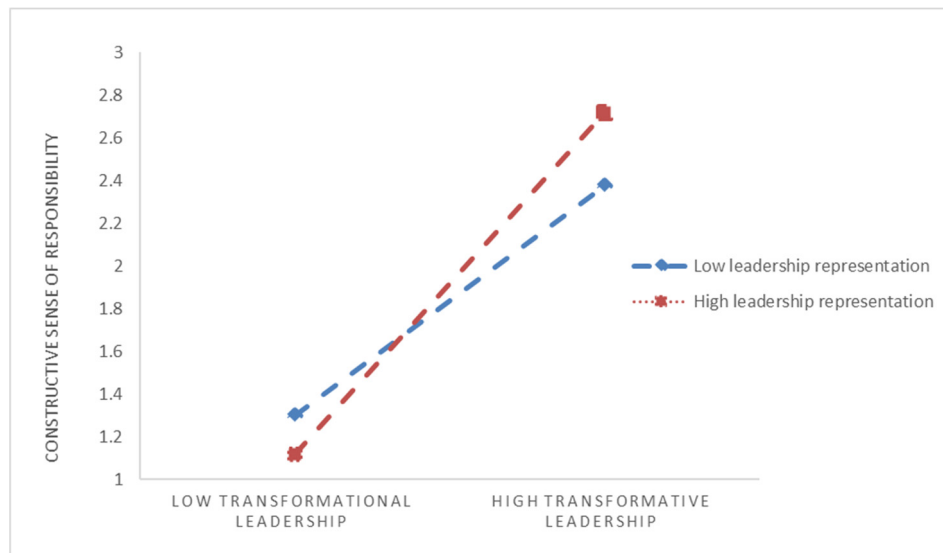


Figure 1. Regulatory effect

6. Conclusion

Based on the theory of social exchange, this paper proposes models of transformative leadership, constructive sense of responsibility, employee suggestion behavior and leadership representativeness, and conducts empirical tests and analysis. The main conclusions of this paper are: First, transformational leadership has a positive impact on employee advice behavior. Second, employees' constructive sense of responsibility plays an intermediary role in transformative leadership and employee suggestions. Third, leadership representation positively regulates the relationship between transformative leadership and constructive sense of responsibility. Specifically, when leadership representation is high, the impact of transformative leadership on constructive sense of responsibility is greatly enhanced, and vice versa is significantly weakened.

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