

The role of transformational leadership in encouraging employee voice: a Jordanian experience

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Abstract

Objective: To provide an understanding of the role of transformational leadership in encouraging employee voice at one of the main Jordanian organizations.

Methods/Statistical Analysis: A cross-sectional design by conducting a questionnaire was collected from 304 non-managerial employees. The study applied the descriptive techniques to demonstrate and categorize the most significant features and structure of the targeted population. Correlation analysis was applied to investigate the relationship between transformational leadership practices and employee voice.

Findings: The results demonstrated that a positive relationship between transformational leadership and its practices on employee voice exists. Transformational leaders have the ability to foster an environment which encourages and embolden employees' expression of ideas and concerns. As for the practical implications, organizations are required to take into consideration investing in transformational leadership training, to reinforce and support such leadership behaviors which contribute to the growth of a robust and energetic organizational environment. Moreover, leaders are a vital component within the itinerary of creating strategies and approaches such as organized feedback, brainstorming sessions, joint consultation, and communication channels to encourage and motivate employees to express their opinions and ideas regarding work-related matters.

Novelty /Improvements: This research paper is considered as one of the first studies to examine transformational leadership role in encouraging employee voice within the context of developing countries. *"Every individual opinion matters."*

Keywords: Transformational Leadership, Employee Voice, Communication, Jordan.

1. Introduction

In today's business environments, leaders of organizations cannot solely deal with the current changes and instabilities. They have to depend on the cooperative efforts of the employees, where it is essential for employees to be dynamically involved in expressing their ideas and proposals towards the progress of the organization [1,2]. Competition and quick environmental changes require strong-minded leaders who have the ability to encourage and inspire employees to assist in accomplishing the organizational goals [3]. As indicated by [4] leaders are a vital element and a great ground of endorsing employee's behavior, which is a significant revenue for survival in fronting the dynamic nature of competitive environments.

Lately, the impact and influence of leaders have attracted many researchers [5]. This appeal is in line with their unique positions inside organizations; they are distinctively capable of identifying environmental changes and developments to achieve organizational aims and effectiveness [6]. Despite the differences between leadership styles, there are commonly shared features which describe effective leaders. Effective leaders are expected to play many roles in the organization and need to be characterized by self-confidence, trust, accountability, and efficiency [7]. Moreover, they added that leadership is a complex element within organizations, which is expected to impact employees' satisfaction, organization's internal relations, and employees' behaviors. Often, the absence of real effective leadership will result in a lack of motivation for employees in fulfilling their tasks and responsibilities in an efficient and dynamic manner. Therefore, the accomplishment of the organization's aims and goals highly depends on the leaders and their style of leadership.

Nowadays, leaders are facing remarkable and energetic environments where changes exist as a continuous matter. To effectively handle changes, employees need to share the leaders' visions as well as being eager to involve themselves toward achieving the leaders' directions. Regardless of the presence of many leadership approaches, transformational leadership remains as one style of the most recognized styles of leadership which has been considered as applicable for contemporary, vibrant environments [4].

Transformational leadership can be more energetic and productive than other leadership styles regarding stirring and motivating employees to achieve better performance. Transformative leaders have the ability to inspire followers to think more critically by pursuing different approaches to resolving problems and appreciate the various requirements of each other [8]. Therefore, it flourishes in filling the higher demands and needs of followers through engaging them mentally and emotionally [9]. Therefore, due to those characteristics, employees expected to contribute through voicing their positive suggestions and opinions [10].

Despite the benefits of employee voice behavior and the reasons why it should be encouraged, it seems that it is not the current situation in many of the organizations in the private or public sectors. It has been remarked that productivity outputs in many organizations have diminished as employees do not have the privilege to voice their views on issues related to their organizations [11]. Consequently, this paper intends to investigate transformational leadership role on employee voice behavior. It adds to the leadership knowledge body of literature in the context of developing countries, and by offering practical implications to encourage employee voice behavior especially in the Jordanian private and public sector.

There are many reasons for choosing Jordan as a location to conduct this research study. Jordan's accomplishments in the field of human resource management and development throughout the previous years are remarkable. However, Jordan as a developing context which has a shortage of valuable natural assets depends mainly on human assets to progress and develop. Besides, comparing Jordan to the Middle East and the countries around, Jordan attained a noteworthy decrease in the percentage of illiteracy.

Also, dissimilar to the countries around especially the Arabic Gulf region, Jordan has a lack of valuable resource such as oil. However, it has been regarded as an exporter of human assets to countries in the surrounding region [4]. Therefore, Jordan is as an attention-grabbing example of administrative and managerial leadership which can produce substantial findings. Given the previous discussion, this paper objective is to investigate the relationship between transformational leadership practices and employee voice behavior at one of the main Jordanian organizations.

1.1. Research problem & objectives

Throughout the past years, employee voice has been greatly neglected [12]. Moreover, research on voice behavior in organizations is prejudiced to the western culture context. Most of the studies were conducted in the western countries, hence reflects the philosophy of the West and values [13, 14]. Therefore, it is a valuable opportunity to carry out this study in different context and culture. Employee voice as a form of communication and expression of ideas and recommendation about work-related issues can be considered a motivational element. Accordingly, the objectives of this study are concisely stated as following:

1. To examine the level of employee voice behavior among non-managerial employees
2. To identify the relationship of the four core attributes of transformational leadership with employee voice.
3. To fill the research gap research into the field of employee voice in the Middle East, specifically Jordan.

2. Literature review

2.1. Transformational leadership

Leadership has been defined regarding behaviors, individual characteristics or traits, impact on people, collaboration patterns, and relationships. Hence, many unique leadership styles and models have existed. However, transformational leadership has been regarded as a significant one and suitable for dynamic and energetic environments [4], it was originally introduced by Burns in 1978. Transformative leaders encourage followers to look further than their interest and into the shared benefit of the organization, which consecutively increase followers motivation levels.

Later on, [15] presented transformational leadership as an affiliation among leaders and their followers or employees based on the leader's behaviors. Such followers are distinguished as showing idealized influence, motivational inspiration, intellectual stimulation, and individual consideration.

According to [15], a transformational leader takes full advantage of his/her energy and effort to increase employees' responsiveness to the anticipated outcomes, goes beyond employee's self-centeredness for the team's sake and increases their portfolio of needs on Maslow's hierarchy. Furthermore, [16] believe that transformational leaders possess the skill to stimulate followers' intellectually and motivate them taking into consideration the individual differences among them. It addresses the followers' sophisticated requirements to succeed, self-esteem, and self-developing capabilities. The transformational leadership model consists of four dimensions [17,18] individualized consideration, intellectual stimulation, idealized influence and inspirational motivation. A brief explanation of these dimensions is introduced:

- *Individualized consideration*: Transformational leaders give special care and attention of each subordinates requirements and needs for their progress and success.

Individualized consideration implemented when there are new learning opportunities created with a supportive environment at the organization, individual follower's needs, and abilities are recognized [19]. The subordinates' responsibility does not only cover their work requirements nor is it shifted entirely into maximizing the performance. In contrast, the followers are taking bigger responsibility for their individual growth and development [17]. Through individualized consideration, leaders obviously establish a one-to-one collaborative association with their followers and realizes and take into consideration their different abilities, requirements, needs, and ambitions.[4]

- *Intellectual stimulation*: Intellectual stimulation is one of the abilities of transformational leaders that have a major role in the change process at organizations [20]. Employees always search for chances and opportunities which stimulate, motivate them intellectually and their requirements and needs to be innovative and creative [21]. Transformational leaders do not criticize their followers publicly for their slips and mistakes; they encourage them to resolve problems and provide them with challenging responsibilities and tasks [22].
- *Inspirational motivation*: Leaders inspire followers to become more engaged and to lead task-oriented commitment through sharing the vision, encouraging higher performance expectation, and appealing to followers on an emotional level [23]. Inspirational motivation embraces the expressing of a captivating vision of the future for the employees and encouraging them to exceed their expectations and potentials [24]. Leaders have to state goals clearly to their followers; a leader has to visualize ways the organization can accomplish them and inspire followers through committing to them [19]. The leader communicates his or her vision with the sense of enthusiasm and optimism. Moreover, they use symbols to reinforce consciousness of desired aims. Inspirational motivation generates a clear image of the upcoming future which is both active and achievable.
- *Idealized influence*: Leadership requires a leader that can act as role model for his/her followers. Decent ethical attitudes and behaviors credited to transformational leadership. When an individual or a group of people inside an organization make wrong decisions, the entire organization will be affected [25]. Leaders who involve in ethical decisions will affect their employees to do the same. They act in a manner that lets them serve as role models. Leaders respected, admired and trusted by followers [19]. This behavior exists in leaders who own visions and a sense of work; who get the trust, respect, and confidence. Also, they acquire solid individual credentials from the followers. Role model leaders, who build commitment, devotion, and loyalty, pay less attention to their sake interests [26].

2.2. Employee voice

The concept of voice had been introduced in many types of definition within organizational literature. Table 1 presents some definitions of employee voice in the previous two decades. As stated by [27], despite the fact that words may be different, these concepts and definitions share many significant features. First one is the notion of voice described as an action of verbal or oral expression, where a message is transmitted from a source which is the sender to a receiver. Next, the term voice is regarded as a discretionary or voluntary behavior. Individuals decide whether to engage and to involve or not in this type of behavior at any specific moment in time, a choice that is influenced by a number of aspects. Last, the concept of voice as being constructive and positive in its purpose or intent. The aim is to bring out improvements and positive change, to not only criticize or vent [28].

Table 1. Employee Voice definitions

Reference	Definition /Concept
[2]	Promotive behavior that emphasizes expression of constructive challenge intended to improve rather than merely criticize. Making innovative suggestions for change and recommending modifications to standard procedures even when other disagrees. (p. 109)
[29]	“Intentionally expressing rather than withholding relevant ideas, information, and opinions about possible work-related improvements.”
[30]	Intends to increase organizational functioning to someone inside the organization with the perceived authority to act, even though such information may challenge and upset the status quo of the organization and its power holders. (p. 869)
[31]	Employees’ expression of challenging but constructive opinions, concerns, or ideas about work-related issues. (p. 1189)
[27]	“Discretionary communication of ideas, suggestions, concerns or opinions about work-related issues with the intent to improve organizational and unit functioning.”

Employee voice can be observed and inspected in several ways within organizations. First is the presence of a blueprint which simplifies and permits voice. Second, the existence of an environment that encourages employee’s ideas and opinions. Last, is the impact of voice, where the employee’s views and ideas truly influence the outcome of the decisions [32]. On the other hand, employee’s decision to speak up relies on their evaluations of the consequences of their actions, whether it will be positive or negative. In other words, employees will risk voicing their opinions and recommendations when they perceive their action will not be penalized or disciplined [33]. Therefore, many workers do not speak out because they fear that the disadvantages of doing so might outweigh the advantages [34].

In [35] demonstrated the benefits of giving employees a voice. In general terms, these benefits were divided into three areas. The first area is about improving employee’s behaviors, attitudes, loyalty and new supportive employment relationships. It means that creating an opportunity for employees to voice their ideas and suggestion about the work related issue in the organization will improve the quality of relations between leaders and followers, and motivates employees to be more committed and devoted to their job.

Furthermore, generating a positive environment and increase the levels of satisfaction for employees. The second area is about improving organizational effectiveness, containing growth in individual performance and productivity, which means the more the employees sense that their opinions and ideas are listened to, the more likely they perform better in their tasks and responsibilities. The last area is improving organizations systems through accepting employees ‘knowledge, ideas and experience and encouraging better flow of information.

A report by [36] concluded that employees who have the opportunity to express their views and opinions report more positive emotions, self-confidence and feeling satisfied than the ones who cannot. As declared by [37] that an employee voice calls for a two-way exchange of ideas, which allow the employees to impact, influence proceedings at work, and embrace the processes of participation, upward communication, upward problem solving and involvement. It also allows employees to record complaints and dissatisfaction.

2.3. Transformational leadership and employee voice

Transformational leaders encourage communication channels with their followers. Hence, employees often feel at ease and comfortable to express their opinions or suggestions. Moreover, these views and suggestion often goes

beyond the positive point of view but includes negative criticism as well. As asserted by [26] transformational leaders intend to expand their visions, motivate and encourage employees to be more involved within the organization. It provides employees the ability to voice out their opinions and ideas about the organization related issues. Moreover, when leaders create a supportive environment and act as role models whom the followers trust and respect, in addition to the consideration of the follower's needs and abilities, therefore followers will be striving, inspired and willing to express their thoughts, opinions and speaking up about the issues related to their work environment [38].

In [39] revealed that transformational leadership style has a significant positive effect on employee voice. Transformational leadership elements have a strong relationship with employee voice. This study demonstrated that transformational leadership is valuable for leaders to practice with the purpose of generating an organizational environment that is encouraging for improving the level of employee's voice. It is in line with [10], who asserted that leaders who practice transformational leadership does care about the concerns, welfare and individual development of employees. Therefore, transformational leaders pay attention to the opinions and feedback of employees.

The Arab region compared to the western world has a limited amount of research and literature, which has highlighted the effects of practicing leadership styles on many of areas in organizations [4]. For example, [40] investigated the relationship regarding transformational leadership and organizational culture in one of the Libyan Oil organization. The results indicated that leaders are practicing transformational leadership to manage organizations, and the relationship between transformational leadership and organizational culture is significantly positive. In [41] studied the employee's perceptions of their manager's leadership style in one of the Lebanese universities and its influence on employees' organizational commitment. The conclusion of the study indicated that the Lebanese leaders at the universities practice transformational leadership style more than transactional leadership style. Besides, transformational leadership has a positive link with organizational commitment. Likewise, [42] found that transformational leadership and innovation are correlated at the institutes of education in Syria.

Precisely in Jordan, a limited number of research studies have been conducted to investigate transformational leadership practices in organizations [4]. For instance, [43] revealed that transformational leadership has a positive impact on facing changes and fluctuations in health quality services by the existence of total quality management components. In different research on Jordanian private hospitals, [22] confirmed that a significant positive relationship between transformational leadership and work satisfaction exists. They recommended that organization leaders must concentrate on inspirationally motivating their employees by being optimistic about the future visions. Also, they have to provide a clear articulation of the organizational visions and show confidence along with providing independence and autonomy for the employees.

In [44] pointed out a significant positive correlation between transformational leadership and employees' commitment among vocational teachers in Jordan. Also, they recommended more training courses and workshops in transformational leadership to encourage organizational commitment among teachers. In [45] claimed that managers in the Jordanian organizations are influenced by the structure of their family, which make them act like guardians and fathers of the organization. Furthermore, she added that within Jordanian public organizations, friendship and family commitments take preference over any things. Moreover, decisions making are commonly centralized in the big hands of top management.

Based on the previous studies and literature, findings evidently reported a positive effect of transformational leadership on employee behaviors and attitudes. Therefore this study intended to investigate the link between transformational leadership practices and employee voice.

Consequently, the main hypotheses can be developed as follows:

- H1. Transformational leadership has a positive relationship with employee voice.
- H1a. Idealized influence has a positive relationship with employee voice.
- H1b. Individualized consideration has a positive relationship with employee voice.
- H1c. Inspirational motivation has a positive relationship with employee voice.
- H1d. Intellectual stimulation has a positive relationship with employee voice.

Research studies carried out in Jordan concentrates mostly on the general outcomes of groups and organizations without mentioning the importance of individuals and their inputs. According to the knowledge of the researchers, there is a lack of studies which have contributed to understanding in what way transformational leadership encourages employee voice within the Jordanian context. Hence, the main motivation behind this paper is filling such gap in the literature with the aim of acknowledging employees inputs by allowing them to share and voice their ideas and suggestions which will influence the performance of organizations. Given that, this paper investigated the

relationship between the practices of transformational leadership (*individualized consideration, intellectual stimulation, inspirational motivation and idealized influence*) by managers as observed and perceives through their followers on their voice behavior. In the following section, an explanation of the empirical research settings regarding the instrument, targeted population, sample, data collection, and analysis.

3. Methodology

3.1 Sample description

This research population involves employees at the non-managerial level at one of the private Jordanian organizations. A random sample of 346 non-managerial employees was designated to respond to the study questionnaire. Overall, a total of 314 questionnaires were returned; ten of them were incomplete and had to be excluded. An aggregate of 304 questionnaires was completed achieving a responses ratio of 0.878. Accordingly, 304 finalized surveys were regarded as usable and represented a great percentage since it denoted nearly 88 percentage of the sample. The demographic details like age, gender, and education is covered in Table 2.

Table 2. Demographic statistics of respondents

Demographic	Feature	Freq.	%
Age	20-29	135	44.4
	30-39	117	38.5
	40-49	42	13.8
	Over 50	10	3.3
Gender	Male	219	72
	Female	85	28
	Total	304	100
Education	Degree holder	224	73.7
	Non-degree holder	80	26.3
	Total	304	100

3.2. Data collection

In this study, the data collected through a consistently organized survey to examine the extent of transformational leadership practices and employee voice through a designated sample at one of the private organization in Jordan. Questionnaire as an important instrument was selected for the process of data collection process. It is reasonable for many motives. Firstly, the subject inspected is an evaluation of the employees perception concerning their manager's possession of leadership abilities and skills of theirs. Second, some of the respondents might be petrified and cautious to provide plain facts and details regarding their managers if they are recognized through the interview method. Third, implementing a questionnaire assist in choosing a big sample size of respondents which provides more generalizability and of implement statistical analysis more than other methods, especially interviews.

3.3. Measurement

This study paper adopted an organized structured questionnaire established from previous researchers linked to the practices of transformational leadership and employee voice. The survey was split into three parts:

(1) *General information*. Age, gender, and education. (2) *Transformational leadership*. The reliable multi-factor leadership questionnaire (MLQ)

5X was adopted in this study to evaluate the leaders from the employees' perception [46]. The measurement contains four dimensions (20 items) which are idealized influence (8 items), intellectual stimulation (4 items), individualized consideration (4 items) and inspirational motivation (4 items). It was rated by using a five-point Likert scale (1: Not at all, 2: Once in a while, 3: Sometimes, 4: fairly often 5: frequently if not always). (3) *Employee voice*. This study adopted a reliable employee voice scale of 2 to measure the employee's expression of helpful ideas and information which meant for change and being cooperative to benefit and help the organization. The measurement comprises (6 items), and it was rated by using a five-point Likert scale (5: Strongly Disagree, 4: Disagree, 3: Neutral 2: Agree, 1: Strongly Agree).

As well, this research study had used a cross-sectional questionnaire. Also, respondents were guaranteed the confidentiality and privacy of the answers; the questionnaires were accomplished throughout regular operational hours. To organize the process of collecting the data, the researchers have selected a contact person in the targeted organization to assist them in handling the questionnaire to the targeted sample. The questionnaire had been distributed to each respondent by the researchers with a cover letter which had an introduction and description of the aim and purpose of the study.

Finally, Cronbach’s alpha test was applied, which is a common reliability test to evaluate transformational the reliability of transformation leadership and employee voice instrument. The values have to be in a range between 0 and 1 to be accepted to the scientific reliability of the instrument [47]. Therefore, the values for each dimension were over 0.78. Reliability values generated were greater than 0.70, which indicate an approval of instrument reliability testing [48]. The value of each dimension (idealized influence, individualized consideration, inspirational motivation, intellectual stimulation, and employee voice) is 0.79, 0.78, 0.78, 0.80, and 0.83, correspondingly, presenting excellent reliability values.

3. Results & discussion

The current study applied the descriptive techniques to demonstrate and categorize the most significant features and structure of the targeted population, Mean values and percentage were implemented. Also, Correlation was used to examine the relationships between transformational leadership and employee voice behavior. Moreover, each dimension of transformational leadership style and employee voice. This part of analysis presents the results of the correlation of the four practices (individualized consideration, Idealized Influence, inspirational motivation and intellectual stimulation). These practices were analyzed as observed through non-managerial employees. Next are the findings of the related study hypotheses.

Correlations are shown in Table 3. SPSS-PC version 20 was applied to conduct data analysis. The mean values revealed that the employees observe that their managers reasonably practice an adequate transformational leadership practices 63.8 percent (3.19/5). The sample perceived that the rank of transformational leadership practices is an idealized influence, intellectual stimulation, inspirational motivation and individualized consideration with mean values 3.45, 3.22, 3.08, and 3.02, in respective, the constructs were measured through five points Likert scales where 5 represented “frequently if not always”. Regarding employee voice behavior, mean value demonstrated that respondents are practicing voice with a reasonable percentage of 69 (3.45/5).

Table 3. Correlation analysis

Variable	Employee voice	Mean
Transformational leadership	0.505**	3.20
Idealized influence	0.474**	3.45
Intellectual stimulation	0.452**	3.22
Inspirational motivation	0.327**	3.08
Individualized consideration	0.432**	3.02

The findings revealed that transformational leadership has a positive relationship with employee voice behavior. Pearson correlation value was 0.505 at a significant level of (0.01). The findings supported the first hypothesis proposed, which is in line with previous research results. Also, the results demonstrated that (idealized influence, intellectual stimulation, inspirational motivation and individualized consideration) were positively related to employee voice revealing correlation values of 0.474, 0.452, 0.327, and 0.432, correspondingly, a significant level of (0.01). Therefore, these findings support our sub-hypotheses.

Table 3 shows that idealized influence has the highest value of correlation 0.474 with employee voice behavior. It indicates that idealized influence is considered the first important element in encouraging employee voice behavior among the four transformational leadership practices. Individualized consideration and intellectual stimulation likewise have a significant positive relationship with employee voice with values of 0.432 and 0.452, respectively. Inspirational motivation was the lowest among the four transformational leadership practices with a value of 0.327. These findings demonstrated that idealized influence is the most transformational leadership practice that has a high correlation to employee voice.

To sum up, this study revealed that transformational leadership practices have a positive relationship with employees' voice (Hypothesis 1 is supported). Also, it was established transformational leadership practices has a significant positive relationship with employee voice behavior (H1a, of H1b, H1c, H1d are supported).

4. Conclusion

This study provides a vision and insights on the attitudes and behaviors which leaders practice to embolden and motivate voice among their employees. The empirical and conceptual implications of the study are: first, in agreement with the previous research studies, transformational leadership has a significant positive relationship with employee voice behavior. The study findings indicated that transformational leadership practices (idealized influence, intellectual stimulation individualized consideration, and inspirational motivation) are positively related to employee voice behavior. The results of this current paper are consistent with the results of those previous studies^{39,38,10}. This study proved that the practices of transformational leadership are considered significant and essential determining the element in encouraging employee voice behavior and emboldens leaders to involve in transformational leadership practices with the intention of promoting voice. Precisely, leaders should:

- Articulate a collective vision and perceptions of the future, encourage and inspire their followers to work their best toward accomplishing that vision.
- Build and form communicating, interactive and collaborative individualized relations with their followers and strive to fulfill their higher requirements and necessities.
- Stimulate followers intellectually through widening their interests and stirring them to think differently, creatively and from new perspectives (**beyond the box**). Also, to be realistic while dealing with challenges, problems, and opportunities in the existing dynamic and energetic environment.

Moreover, transformational leadership is firmly advised as a focus of leadership and management training and growth in the developed countries [49].

Therefore, it is extremely recommended that organizations should include transformational leadership in programs and training courses in the developing countries. In conclusion, organizations can put into consideration investing in transformational leadership training to reinforce and support the leadership behaviors to contribute to the growth of a solid and vigorous transformational leadership environment.

The study findings reported that non-managerial employees practice voice at a reasonable level. A clarification of such finding is due to some of the organization leaders still possess other leadership behaviors, where regulations and procedures obstruct the employee's ability to voice out their ideas and suggestions that are related to the improvement of organizational processes and performance. Leaders focus more on following the instructions and regulations. Moreover, one more explanation as well is that tasks are frequently characterized by repetition, routine, and clear purpose. Accordingly, based on the findings of this study, the researchers propose that human resource managers should develop and create policies and schemes such as structured feedback and joint consultation to encourage and motivate employee voice.

Also, building a constructive and productive climate which emboldens voice and communication appear to endorse and support employees' perspectives and ideas generating and implementation. Consequently, leaders have to act as role models and encourage employee voice in the direction of accomplishing the assigned organization visions and objectives. Furthermore, leaders must have a clear and vigorous vision and transfer this vision to followers in a productive and positive culture which fosters and prompts employee voice.

5. Limitations & future research

This work is different from previous studies in many ways: it examines transformational leadership practices and employee voice:

- A developing country context.
- Airline Sector.
- The current investigation in the Middle East on employee voice behavior context is not sufficient to contribute in offering comprehensive and considerable outcomes.

Leadership and voice theories have been established and investigated commonly in the western cultures; this study recognizes what type of contextual settings are relevant to individuals in different cultures" [50]. This study has

several limitations. First, it completely concentrated on one Jordanian organization; thus, the findings are not generalized to Jordanian public and private organizations. Moreover, there is an obvious absence of preceding research regarding transformational leadership effect on employee voice in the Middle East context and Jordan for the aim of comparison conclusions. The researchers applied perceptual evaluation established merely on employee's assessment of managers, deprived of the chance for the managers to have detailed appraisals.

One more limitation was the cross-sectional design. As a result, longitudinal research studies may provide a better thorough understanding of the influence of transformational leadership on employee voice over more periods of time.

Since we restrained ourselves only to the survey approach, an additional qualitative method can be beneficial to discover which leaders' attitudes and actions improve and motivate employee voice. Different data collection designs, such as focus group or interviews could be noteworthy and valuable in understanding the transformational leadership important role in encouraging and acknowledging employee voice at organizations.

Moreover, only transformational leadership style was examined in this study, even though commonly this leadership style is associated and compared to transactional leadership. For that reason, upcoming studies are recommended to put into consideration a comparison of both leadership style role in promoting and encouraging employee voice, to find out which has more significant impact on employee voice.

6. References

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