



[itobiad], 2022, 11 (1): 90-107

<p><b>The Impact of Trust in Senior Management and Job Satisfaction on Intention to Stay: The Mediating Role of Employee Voice Behavior</b></p> <p>Üst Yönetime Güvenin ve İş Memnuniyetinin İşyerinde Kalma Niyeti Üzerindeki Etkisi: Çalışan Sesliliğinin Aracı Rolü</p> <p>Video Link: <a href="https://youtu.be/pFV9dmlYe8M">https://youtu.be/pFV9dmlYe8M</a></p>	
<p><b>Melda KEÇECİ</b> Dr. Öğr. Üyesi, İstanbul Gelişim Üniversitesi, İİSBF Asst. Prof., Istanbul Gelisim University, FEASS mkececi@gelisim.edu.tr / Orcid ID: 0000-0002-8292-5589</p> <p><b>Merve Vural ALLAHAM</b> Arş. Gör., İstanbul Gelişim Üniversitesi, İİSBF Res. Asst., Istanbul Gelisim University, FEASS mvural@gelisim.edu.tr / Orcid ID: 0000-0003-2576-8051</p>	

#### Makale Bilgisi / Article Information

**Makale Türü / Article Type** : Araştırma Makalesi / Research Article  
**Geliş Tarihi / Received** : 12.05.2021  
**Kabul Tarihi / Accepted** : 26.02.2022  
**Yayın Tarihi / Published** : 10.03.2022  
**Yayın Sezonu** : Ocak-Şubat-Mart  
**Pub Date Season** : January-February-March

**Atıf/Cite as:** Keçeci, M. & Vural Allaham, M. (2022). Üst Yönetime Güvenin ve İş Memnuniyetinin İşyerinde Kalma Niyeti Üzerindeki Etkisi: Çalışan Sesliliğinin Aracı Rolü . İnsan ve Toplum Bilimleri Araştırmaları Dergisi , 11 (1) , 90-107 . Retrieved from <http://www.itobiad.com/tr/pub/issue/68190/936460>

**İntihal-Plagiarism/Etik-Ethic:** Bu makale, en az iki hakem tarafından incelenmiş ve intihal içermediği, araştırma ve yayın etiğine uyulduğu teyit edilmiştir. / This article has been reviewed by at least two referees and it has been confirmed that it is plagiarism-free and complies with research and publication ethics. <http://www.itobiad.com/>

**Copyright** © Published by Mustafa Süleyman ÖZCAN, Since 2012 – Istanbul / Eyup, Turkey. All rights reserved.

## The Impact of Trust in Senior Management and Job Satisfaction on Intention to Stay: The Mediating Role of Employee Voice Behavior \*

### Abstract

Employees spend approximately one-third of their daily lives at the workplace, it is an important environment for them. In organizations where employee voices are dominant, it is possible to find new opportunities for the organization and take positive feedback to the organization by the employees. As long as employees are satisfied with their work and create a sustainable business environment, they add creativity to their work and express their ideas openly. One of the most important indications that conditions are deteriorating in an organization is the leaving of a good employee. Employees who trust their managers will not hesitate to express their opinions and will continue to carry out their work. The purpose of this research is to analyze the mediating role of employee voice behavior between trust in senior management and job satisfaction, and intention to stay. The sample group consists of 233 faculty members and the research was carried out at Istanbul Gelişim University. The relationship between the variables has been tested by establishing structural equation modeling and the hypotheses have been significantly supported. The results show that when employees trust top management, they are more willing to speak up and express their opinions openly, and as a result, they are more willing to stay in that organization. Another finding from the study shows that employees who are satisfied with their jobs exhibit more employee voice behavior. This finding explains that when employees are satisfied with their jobs, they will want to contribute to the well-being of the organization. Concepts such as open-mindedness, innovation, learning from each other emerge in institutions such as universities. In the academic working environment, it is seen that the need for high-skilled work and the needs such as more freedom, autonomy, and empowerment are significant. Academic staff does not see only academic research support as sufficient, but they also need to feel the support and encouragement of senior management. An academic's job satisfaction supports their desire to provide better education and can mean that they are motivated to do better research and development. Within these desires, it is possible for academicians to show voice behavior and suggest solutions or to express what they see as lacking in the business environment and focus on improvements.

**Keywords:** Employee Voice, Employee Silence, Trust in Senior Management, Job Satisfaction, Intention to Stay

---

\* Ethics Committee Decision was taken with the decision of Istanbul Gelisim University Ethics Committee, dated 11.02.2021, numbered 2021/04.

## Üst Yönetime Güvenin ve İş Memnuniyetinin İşyerinde Kalma Niyeti Üzerindeki Etkisi: Çalışan Sessizliğinin Aracı Rolü

### Öz

Çalışanların günlük hayatlarının yaklaşık üçte birini geçirdikleri işyerleri, onlar için önemli bir ortamdır. Çalışan sessizliğinin hakim olduğu örgütlerde, örgüt açısından yeni fırsatların yakalanması ve çalışanların örgüte olumlu yönde geri bildirim vermeleri söz konusudur. Çalışanların yaptığı işten tatmin olmaları ve sürdürülebilir bir iş ortamı için işlerine yenilik katmaları ve fikirlerini açıkça ifade etmeleri söz konusudur. Bir örgütte koşulların bozulduğunu gösteren en önemli kanıtlardan biri, iyi çalışanın işten ayrılmasıdır. Yöneticilerine güvenen çalışanlar fikirlerini ifade etmekte tereddüt etmeyecek ve işlerini sürdürmeye devam edecektir. Bu araştırmanın amacı, çalışanların ses davranışının üst yönetime duyulan güven ile iş tatmini ve işyerinde kalma niyeti arasındaki aracılık rolünü analiz etmektir. Araştırmanın örneklem grubu 233 öğretim üyesinden oluşmaktadır ve araştırma İstanbul Gelişim Üniversitesi'nde uygulanmıştır. Değişkenler arasındaki ilişki yapısal eşitlik modellemesi kurularak test edilmiştir ve oluşturulan hipotezler önemli ölçüde desteklenmiştir. Sonuçlar, çalışanların üst yönetimlerine güvendiğinde, açıkça konuşmaya ve fikirlerini açıkça beyan etmeye daha istekli olduğunu ve karşılığında o kuruluştaki kalmaya daha istekli olduğunu göstermektedir. Çalışmadan elde edilen diğer bir bulgu, işinden memnun çalışanların daha fazla çalışan ses davranışı sergilediğini göstermektedir. Bu bulgu çalışanların işinden memnun olduklarında organizasyonun refahına katkıda bulunmak isteyecekleri şeklinde açıklanabilir. Üniversiteler, açık fikirlilik, yenilikçilik, birbirinden öğrenme gibi kavramların ortaya çıktığı kurumlardır. Akademik çalışma ortamında yüksek vasıflı çalışma ihtiyacı ile daha fazla özgürlük, özerklik ve yetkilendirme gibi ihtiyaçların zirvede olduğu görülmektedir. Akademik çalışanlar sadece akademik araştırma desteğini yeterli görmemekte, üst yönetimin desteğini ve teşvikini de hissetme ihtiyacı içindedir. Bir akademisyenin işinden doymu, daha iyi eğitim verme isteği, daha iyi araştırma geliştirme ortamları sağlaması gibi unsurları içerebilir. Bu arzulara akademisyenlerin ses davranışı göstermeleri ve çözüm önermeleri ya da iş ortamında eksik gördüklerini dile getirip iyileştirmelere odaklanmaları mümkündür.

**Anahtar Kelimeler:** Çalışan Sessizliği, Çalışan Sessizliği, Üst Yönetime Duyulan Güven, İş Tatmini, İşyerinde Kalma Niyeti.

### Introduction

In today's world, where the major competitive advantage of organizations is their capable employees, having dedicated and proactive workers is a key factor for success. The managers are focusing on the positive factors they can manipulate like commitment, satisfaction, and current employee voice behavior. Employee voice behavior contributes to organizational performance by letting top management be aware of the problems, solutions, creative ideas, and new methods of good performance. The research shows that increased employee voice behavior promotes innovation (Rasheed et al, 2017, p.679),

labor productivity (Kim et al 2010, p.377), commitment (Farndale et al, 2011, p.116), and, improved employee attitudes and behaviors (Wilkinson et al., 2004, p.311).

When employees work in a positive work environment encouraging them to express their opinions about their job, manager, organizational procedures, or the organization in general, without the fear of being harmed or ignored, they would feel as valued members who are in control of their work environment and can change the organization. stay with the organization for longer periods of time (Morrison & Milliken, 2000, p.720). In this desirable situation, the key factor is the attitudes of top managers. Employees can express themselves freely only if they have trust in their managers, as in they would watch their back and not let them be harmed (Dirks & Ferrin, 2002, p.618; Mayer et al., 2011, p.185).

Being heard is proven to have increased job satisfaction (Sinha & Shukla, 2012, p.84; Alfayad & Arif, 2017, p.151). However, as a follow-up of Hirshman's exit-voice-loyalty model (Hirshman, 1970, p.431), it can also be hypothesized that satisfied employees would be more willing to express themselves to create a sustainable business environment.

Supporting voice behavior is also important for improving the organizational climate in general. Employees are influenced by the actions and attitudes of other coworkers in the workplace. Son (2019) has researched that supervisors' perceived voice behavior influences employees' own voice behavior because employees learn attitudes and behavioral intentions through the direct and indirect social cues their supervisors provide (Salancik & Pfeffer, 1978; p.229). For this reason, we can assume that when our employees see that speaking up is encouraged and appreciated by the supervisors, many more would be speaking up, and eventually, organizational culture would evolve into being a more democratic, innovative, and friendly one.

For universities to progress and adapt to changing paradigms in the international platform, it is necessary to have academicians who are open to development and change and who are scientifically productive. To understand what impedes or contributes to scientific progress, it is very important to reveal which factors affect the scientific productivity of academicians, who are the backbone of scientific studies. Concepts related to employee voice interact directly or indirectly with productivity. As internal stakeholders, the participation of faculty members in the decision-making process, expressing their opinions clearly, and their participation in improvement processes can also be considered as an employee voice behavior. This article tries to light the way for understanding employee voice behavior and put an emphasis on the importance of trust in senior management in increasing employee voice behavior.

This study aims to discuss the importance of expressing opinions and ideas especially within universities, where innovations and new theories are discovered and all perspectives can be challenged by open-minded academicians. It not only provides insights into the relationship between trust, employee voice, and intention to stay, but also a new perspective on how can satisfied employees be more willing to speak up. In

times of human capital flight, promoting employee voice behavior can be a tool to keep high qualified academicians.

The study aims to test a structural equation modeling consisting of trust in senior management, job satisfaction, employee voice, and intention to stay at work. Variables and hypotheses are explained in the theoretical framework of the study. It is suggested that employee voice has a mediating effect among other variables. The sample consists of faculty members. The data set was subjected to normality tests and the correlation relationship was examined. After examining convergent validity, divergent validity, and discriminant validity, the structural model was tested by bootstrap analysis. The hypotheses for the direct relationships established between the variables were fully supported. The mediator relationship was seen as weak, the hypotheses regarding the mediation relationship were partially supported.

## **Theoretical Framework and Hypotheses**

### **Employee Voice Behavior**

Employee voice has been first mentioned by Hirshman (1970) as attempting to change an unpleasant situation rather than avoiding it. Dissatisfied employees would leave the organization but if they are loyal, they would first try to speak to the ones with the authority to change the situation. This theory is criticized because loyalty is reflected as the only reason affecting the decision of leaving or speaking up (Barry, 1974; p.95). Having a voice means having the right for participating decision making and it leads to satisfaction in return (Lawler, 1975; p.728). Some researchers defined employee voice behavior as a part of organizational citizenship behavior (Premeaux & Bedeian, 2003; p.1539; Van Dyne & LePine, 1998; p.109).

Employee voice behavior can be defined as an individual's tendency to make innovative suggestions to change an existing situation and to suggest changes to standardized procedures (Van Dyne and LePine, 1998; p. 109). Employee voice is an extra-role behavior that is not identified in the job description however it is performed voluntarily (Van Dyne & LePine, 1998, p.112). Employee voice can be examined through formal or informal mechanisms facilitating employee voice, and encouraging climate that supports employees to come up with new ideas and opinions, and the degree that these ideas and opinions affect the outcome of decisions (Olson-Buchanan & Boswell, 2002; p.1173; Fardale et al., 2011, p.114). As Mowbray et. al (2015) mentioned in their detailed review of employee voice behavior literature, top management is the most influential authority that determines and sustains the voice climate.

There are a few research that has investigated the relationship between employee voice behavior and intention to stay. Most of them have focused on exit intentions, which can be considered as a negative form of intention to stay (Lam et al, 2016, p.288; Chaudhry et al, 2021, p.3; Boroff & Lewin, 1997, p.53; Spencer, 1986, p.498; Olson-Buchanan and

Boswell, 2002, p.1173) Increased voice can also increase the employees' intention to stay by giving them a sense of self-worth, as their opinions are valued by the top management and their opinions may change the organization (Morrison & Milliken, 2000, p.720). which in return may result in a fostered intention to stay.

H1: Employee voice will affect intention to stay.

### **Trust in Senior Management**

In organizations, the most important relationship is the one between the supervisor and the subordinate. This relationship is usually the ground reason for staying or leaving. The employees want to have trust in their supervisors. Mayer et. al (1995, p.712) have defined trust as; "one part's expectation that action will be performed on the basis of trust without controlling the other part, and the trusting part is willing to be vulnerable to that other part's actions. When employees accept this vulnerability and feel safe that they will not be harmed, they would be more willing to take the risk (Colquitt et al., 2007, p.911). They want to feel that their supervisor would be on their side in case of any problem. When the trust is constructed, it has many positive organizational outcomes like increased organizational citizenship behaviors, performance, job satisfaction, and intention to stay (Dirks & Ferrin, 2002, p.618; Mayer et al., 2011, p.185).

H2: Trust in senior management will affect intention to stay.

### **Job Satisfaction**

Job satisfaction is a "pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" (Locke, 1976, p.1304 ) and there are many human resource practices that aim to increase it. When employees are satisfied with their jobs, they would be more likely to stay in that organization (Griffeth et al., 2000, p.469; Meyer et al., 2002, p.38).

H3: Job satisfaction will affect intention to stay.

### **The Mediating Role of Employee Voice Behavior**

Although it is clear that employee voice has positive outcomes in the organizations, there is still more to investigate to understand who speaks up and who stays silent. Understanding this difference may help management to adopt some functioning mechanisms for supporting employee voice. Some researchers found out that employees with certain personality traits like higher conscientiousness, extraversion, openness, and lower agreeableness, neuroticism would engage in higher levels of employee voice (Tedone & Bruk-Lee, 2021, p.5; Walumbwa & Schaubroeck, 2009, p.1278; LePine & Van Dyne, 2001, p.116). Revising recruitment policies accordingly may increase the number of employees who would speak up. However, creating an organizational context encouraging employees to speak up may transform the organization as a whole (Detert & Burris, 2007, p.871; Edmondson, 2003, p.1440).

Despite its importance, it is not always easy to convince employees to speak up because it is risky behavior. Employees make constant calculations of costs and benefits to decide which option is more beneficial; to speak up or to stay silent (Detert & Burris, 2007, p.872). Milliken, et. al (2003, p.1459) identified five fears; being labeled or viewed negatively, damaged relationships, retaliation or punishment, negative impact on others, and belief that speaking up will not make a difference, all of which can be diminished if not eliminated in case of trust in senior management.

When employees feel that it is safe to share their opinions, they would not be blamed or labeled, they are more willing to express their voice (Walumba & Schaubroeck, 2009, p.1279). This feeling of safety can only be provided by top management's attitudes. Supervisors and top management have the power to control employees' access to several resources and career outcomes. For this reason, their attitude towards the employees who speak up and who stay silent decides the future of employee voice within the organization (Gao et al., 2011, p.787; Son, 2019, p.87; Miliken et al, 2003, p.1464). The overall trust in the organization is also found to increase employee voice behavior (Ng & Feldman, 2013, p.678). Research on top management openness, which is defined as "the degree to which top management is believed to encourage employees to offer input and make suggestions" (Premeaux & Bedeian, 2003, p.1544) have provided support that employees would be more eager to take the risk of voice behavior if they believe that top management would react positively (Ashfor, et. al, 1998, p.27; Morrison & Phelps, 1999, p.406).

The leadership style of managers has been shown to affect intention to stay through voice behavior (Lam et al; 2016, p:283; Ka andAboobaker, 2021, p:356). By having a reference from these studies it is hypothesized that when an employee has trust in the senior management that s/he will not be harmed if s/he expresses his/her favorable or unfavorable opinions about the organization, s/he can speak up and feel like an important factor that can influence the organization and would stay with the organization.

H4: Employee voice behavior will mediate the relationship between trust in senior management and intention to stay.

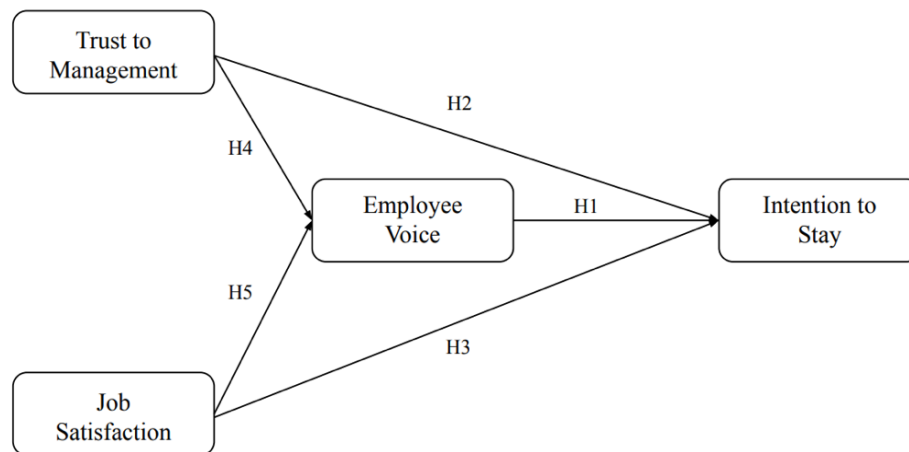
The research so far investigated mainly the relationship between employee voice and trust in immediate supervisors (Son, 2019, p.88). Many researchers have investigated the mediating role of trust in supervisor and psychological safety which is defined very similarly to trust in management as "the belief that engaging in risky behaviors like voice will not lead to personal harm" (Detert & Burris 2007, p. 871; Li, Xue, Liang & Yan, 2020, p.11). The research investigating the effects of the level of interpersonal trust on psychological safety and employee voice among academic staff represented that the academic staff's interpersonal trust level was effective in promoting psychological safety and employee voice (Derin, 2017, p.57).

The research on the relationship between job satisfaction and employee voice behavior shows that employees who feel that they can share their opinions with the other members of the organization, would be more satisfied with their jobs (Sinha & Shukla, 2012, p.84; Alfayad & Arif, 2017, p.151). Another finding of this relationship suggests that when employees are dissatisfied, they can respond by speaking up and making suggestions of change and improvement which is identified as a method of transforming dissatisfaction into positive action (Hirshman, 1970, p.431), and therefore, dissatisfied employees are more likely to engage in employee voice behavior (Zhou & George, 2001, p.683).

However, there is also a never-researched alternative in this relationship. When employees are satisfied with their jobs, they would be also more willing to make it better by suggesting new ways of doing things, creative solutions, and improvement methods for daily grievances.

H5: Employee voice behavior will mediate the relationship between job satisfaction and intention to stay.

**Figure 1.** Hypothesized Model



## Method

In this study, a quantitative research method was used. The pattern of the research is the screening pattern. An online survey design was used as a data collection technique. To analyze the data in the research, structural equation modeling is measured on the AMOS program.

## Participants

The sample of the study was determined as Istanbul Gelişim University. The simple random sampling technique under the probability sampling methods was used as the sampling selection technique. An online survey link was sent to all academic staff working at the university via e-mail. A total of 233 academicians participated in the survey, which was sent to 847 academicians.



## Data Collection Methods

The survey structure used in the study was created with a 6-point Likert scale structure. The users were asked to answer the items in the survey from 1 to 6.

Employee voice behavior: Employee voice behavior is measured with six items developed by Van Dyne & Le pine (1998, p.112) and translated to Turkish by Çetin & Çakmakçı (2012, p.12). A sample item is "I develop and make recommendations concerning issues that affect the organization".

Trust in senior management: Trust in senior management was measured with four items by Farndale, Ruiten, Kelliher, and Hope-Haliley's (2011, p.129). A sample item is "Senior management is sincere in its attempts to take account of the employees' point of view." The items were translated to Turkish by the researchers.

Job satisfaction: Job satisfaction was measured by Job Satisfaction Subscale by Hackman & Oldham (1975, p.165). It was translated to Turkish by Bilgiç (1999, p.214) and includes three items one of which is "My job satisfies me".

Intention to stay: Intention to stay is measured with three items by Gellatly, Meyer, and Luchak (2006, p.336). The scale was translated to Turkish by Karadeniz (2010, p.196) and a sample item is "I am happy to work for his organization."

Ethics committee approval was obtained from Istanbul Gelisim University Ethics Committee (11.02.2021 Date 2021/04) to conduct the study.

## Results

The demographic characteristics of the sample participating in the study show that 139 of the participants are women and 94 of them are men. 70 of the participants are 21-30, 94 are 31-40, 28 are 41-50, 22 are 51-60 and 10 are 61 years old and above. The distribution of academic titles indicates that 17 professors, 7 associate professors, 91 assistant professors, 47 research assistants, and 71 lecturers participated. The mean of the experience of the participants was calculated as 8 years (standard deviation = 10.23), and the mean of their current experience at the university was 3 years (standard deviation = 2.29).

A single factor structure was obtained by applying Principal Component Analysis (PCA). The validity of this single factor structure was tested by applying Confirmatory Factor Analysis (CFA). The fit of the data used in the study with the 4-factor measurement model was tested with  $X^2 / df$ , RMSEA, GFI, TLI, CFI, and NFI indices. The results obtained and good fit criteria for each index are given in Table 1.

Table 1. Model-Data Fit Indices

Model-data fit indices	Acceptable fit indices
GFI =0.932	Good model indicator as the value is approaching 1 (Tanaka & Huba, 1985, p.198)
NFI =0.955	Good model indicator as the value is approaching 1 (Bentler & Bonett, 1980, p.600)
CFI = 0.986	Good model indicator as the value is approaching 1 (McDonald & Marsh, 1990, p.99)
TLI = 0.982	Good model indicator as the value is approaching 1 (Bentler & Bonett, 1980, p.599)
RMSEA = 0.043	Good model indicator as the value is below 0.08 (Browne & Cudeck, 1992, p.239).

CMIN/df = 1.437

Value must be between 1 and 5 (Marsh &amp; Hocevar, 1985, p.575)

Chi-Square ( $\chi^2$ ) 137,952; df = 96;  $p < 0.001$ ,

df: degrees of freedom, GFI: Goodness-Of-Fit Index, NFI: Normed Fit Index, CFI: Comparative Fit Index, TLI: Tucker Lewis Index, RMSEA: Root Mean Square Error of Approximation, CMIN/df: Relative Chi-square

The  $\chi^2$  value for the 4-factor model is significant and is shown in Table 1.  $\chi^2 / sd.$  value (1.437) is below 5 and the model meets the fit criteria in this respect. In addition, GFI = 0.932, CFI = 0.986, NFI = 0.955 and RMSEA = 0.0437 indicators are also compatible with the data.

The construct validity of the tools used in this study was examined by 1) convergent validity, 2) divergent validity, and 3) discriminant validity techniques. As given in Table 2, the standardized factor loads of the scale items vary between 0.51 and 0.95. The fact that these loads are greater than 0.5 indicates that the criterion is met. On the other hand, these factor values were found to be statistically significant compared to the t-values in the parametric test. The fact that the AVE or OAV values of the scales are greater than 0.50 can be shown as proof of the convergence validity (Hair et al., 2006, p.637).

**Table 2.** Calculated Estimates

Items	Estimate	Mean	Std. Deviation	t-value
Employee Voice ( $\alpha = .92$ ; CR=0,870; AVE=0,627)				
Voice1	.84	4.69	1.30	
Voice2	.81	4.39	1.43	19.79
Voice3	.74	4.85	1.17	12.79
Voice4	.77	5.03	1.19	13.46
Voice5	.84	5.01	1.17	15.11
Voice6	.80	4.93	1.25	13.89
Trust to Management ( $\alpha = .89$ ; CR=0,913; AVE= 0,734)				
Trust1	.91	4.14	1.57	
Trust2	.95	4.07	1.64	27.23
Trust3	.95	3.95	1.65	27.60
Trust4	.52	4.58	1.60	8.91
Job Satisfaction ( $\alpha = .87$ ; CR=0,883; AVE= 0,716)				
Satisfaction1	.88	4.52	1.46	
Satisfaction2	.91	4.51	1.40	17.96
Satisfaction3	.73	5.25	.20	13.18
Intention to Stay ( $\alpha = .77$ ; CR=0,798; AVE=0,585)				
Stay1	.93	4.26	1.54	
Stay2	.51	4.20	1.63	8.73
Stay3	.82	4.12	1.54	15.97

CR: Composite Reliability, AVE: Average Variance Extracted,  $\alpha$ : Alpha Reliability.

**The Impact of Trust in Senior Management and Job Satisfaction on Intention to Stay: The Mediating Role of Employee Voice Behavior**

In Table 2, alpha reliability and composite reliability values are given. The reliability of the measurement results can be expressed by the fact that these two reliability levels are greater than 0.70 (Cronbach, 1951, p.311; Fornell & Larcker, 1981, p.41; Nunnally & Bernstein, 1994, p.272).

As proof of divergent and discriminant validity, the correlation between variables was found to be less than 0.80 (Kline, 2015, p.94; Abubakar & Ilkan, 2016, p.198). (see Table 3)

**Table 3.** Mean, Standard Deviation, and Correlation Values

Variables	Mean	Std. Deviation	1	2	3
1. Employee Voice	4.81	1.06			
2. Trust in Senior Management	4.18	1.42	.547**		
3. Job Satisfaction	4.75	1.21	.555**	.543**	
4. Intention to Stay	4.19	1.30	.489**	.682**	.530**

\*Correlation values are significant at the 0.05 level (two-way). \*\* Correlation values are significant at the 0.01 level (two-way).

Correlation values between variables were found to be significant between all four variables. The relationship between all variables is positive. The correlation coefficients obtained indicate that the relationship between trust in senior management and intention to stay (.000) is a relatively stronger relationship. So, academic staff's trust in the dean's office or management to which their department is affiliated affects their intention to stay in the institution.

In experimental studies, bootstrap analysis has been found to be useful in calculating the confidence interval for the sample parameter (Preacher & Hayes, 2004, p.725; Abubakar & Ilkan, 2016, p.198). Shrout & Bolger (2002, p.426) found that using the bootstrap method gives better results. The bootstrapping analysis performed in this study (Simulation sample n = 2000) and the bias-corrected bootstrap results are shown in Table 4.

**Table 4.** Break Down of Total Effect of the Research Model

Hypotheses	Independent Variables	Dependent Variables	Total effect	Direct effect	Indirect effect
H2	Trust in Senior Management	Intention to Stay	.653*	.622*	.030*
H3	Job Satisfaction	Intention to Stay	.272*	.238*	.034*
H1	Employee Voice	Intention to Stay	.103		
	Trust in Senior Management	Employee Voice	.295*		
	Job Satisfaction	Employee Voice	.327*		

\*Correlation values are significant at the 0.05 level (two-way). \*\* Correlation values are significant at the 0.01 level (two-way).

According to the findings shown in Table 4, employee voice, which is suggested as a mediator variable; it partially affects as a mediator in the relationship between trust in senior management and intention to stay. Likewise, employee voice; also partially affects as a mediator in the relationship between job satisfaction and intention to stay. The indirect effect of employee voice, through trust in senior management on intention to stay, was .030 ( $p = .001$ ), and its indirect effect on the intention to stay through job satisfaction was .034 ( $p = .001$ ).

This study measures the mediating effect of employee voice on the relationship between trust in senior management, job satisfaction, and intention to stay variables. The hypotheses established on this structure, created by structural equation modeling, were significantly supported. It has been observed that trust in senior management significantly affects the employee's intention to stay in the workplace. It was concluded that the employee voice mediated this relationship slightly but significantly, and the H2 and H4 hypotheses were supported. The presence of a significant relationship between job satisfaction and intention to stay, and the mediating impact of the employee voice in this relationship demonstrates that H3 and H5 hypotheses were also supported. Employee voice does not have a direct effect on the intention to stay in the workplace and H1 hypothesis was not supported.

## Discussion and Conclusion

This study measures the mediating impact of employee voice on the relationship between trust in senior management, job satisfaction, and intention to stay variables. The hypotheses established on this structure, created by structural equation modeling, were significantly supported. Using a sample of 233 academicians, it is supported that employee voice, trust in supervisor, and job satisfaction significantly related to intention to stay while employee voice also plays a mediating role between trust in supervisor and job satisfaction, and intention to stay.

The analysis on the relationship between trust in supervisor, employee voice, and intention to stay supports the previous literature (Lam et al, 2016, p.288; Morrison et al., 2011, p.720, p.1165; Chaudhry, 2021, p.14). As hypothesized, employees who are given to opportunity to express their voice would be more likely to stay with the organization. This result is similar to the study of Spencer (1986, p.498) that revealed the fact that if nurses can speak up about their dissatisfaction with their working conditions, they are more likely to remain with the organization. The in-depth interviews by Milliken et al (2003, p.1162) revealed that a large number of employees who feel it is dangerous to speak up, choose to leave the organization. By "dangerous", the participant means being verbally abused, lashed out, labeled, fired, or not promoted. Another important factor that affects voice behavior is that the employees would like to be confident that their manager will not be ignorant so that the situation can be improved (Withey & Cooper, 1989, p.530). This expectation also requires trust in management.

When academic staff trusts that the dean would stay on their side in times of rolling times and expressing different or even opposite ideas is safe, they feel safe and satisfied

so they stay with their organization for longer periods. The correlations show that trust in senior management is more effective on intention to stay than job satisfaction. In other words, when academic staff is considering the options of leaving or staying, they give priority to trust in senior management, not their satisfaction level.

The main contribution of this research is the assumption that satisfied employees would be more willing to speak up because they would want their organization to stay the way they like so they share their opinions and ideas to make it a sustainably better place. Although the previous research supports an opposite relationship as if employees can speak up and share their ideas, their job satisfaction would increase (Griffeth et al., 2000, p.469; Meyer et al., 2002, p.38), the hypothesis in this research is also supported. The research shows that dissatisfied employees would either speak up to improve the conditions or if they believe that voice is too costly they look for new job opportunities. The voice behavior is more likely if the prior satisfaction of the employees were high. In other words, if they were satisfied once, they would be more willing to speak up for changing the current situation (Withey & Cooper, 1989, p.534). However, there is room for additional studies to confidently say that job satisfaction positively affects employee voice. The impact of job satisfaction on employee voice is slightly stronger than the impact of trust in senior management on employee voice behavior. Although this result was hypothesized in the beginning, such a strong impact needs more investigation because no previous research about the impact of job satisfaction on employee voice behavior could be found but the results are worth further investigation. This result could be specific to the academic environment in a way that when academic staff, who usually works individually and autonomously, feel happy and satisfied with their job, they may try to improve the conditions and the way things are done even more as an indicator of organizational citizenship behavior.

Understanding the antecedents of employee voice behavior is important for positive psychology and organizational behavior literature because, by this way, the silent employees can be transformed into more proactive work partners who speak up in cases of both positive and negative situations by expressing solution options, creative ideas, new methods of doing things or improving working conditions.

Universities are institutions where concepts like open-mindedness, innovation, learning from each other come into being. As highly skilled workers require more freedom, autonomy, and empowerment in all sectors, this need reaches to peak in the academic environment. They want not only the necessary resources for their academic research but also a non-oppressive environment where they can freely express their opinions and suggestions in a constructive manner. However, academic staff can achieve their full potential only when they feel the support and encouragement of senior management, in this case, the dean and vice-dean. As decision-makers and norm setters, they have a great influence on the staying behavior of the academic staff which in return creates value for the university as a whole.

When employees have a sense of trust in their managers, they contribute to the improvements in the working environment through voice behavior, and this reinforces their stay-at-work as a result. Engaging in employee voice behavior alone is not enough to contribute to employees' intention to stay. Intention to stay is only affected if the employees feel safe in terms of management and offer constructive solutions. As long as

employees are satisfied with their job, they would want to maintain this satisfaction. It is a consistent result that they express their opinions openly and make constructive suggestions to ensure that their satisfaction is sustainable. Job satisfaction is a variable that can be affected by circumstances. Unlike other branches of industry, it is possible that academicians feel satisfied with their jobs and behave vocally as feedback.

In the light of this study, private universities with high turnover rates can make improvements in senior management levels if they want to have higher staff retention rates. In the hierarchical structure required by the academic environment, academicians are mostly in contact with the senior manager, mainly with their deans. When they convey their problems to the senior manager, they want to know that a solution is being sought or make sure that it is forwarded to higher authorities. The satisfaction of an academician from their job may include elements such as performing it properly, providing better education to students, and providing better research and development environments. In these desires, it is possible for academicians to show voice behavior and to suggest solutions or express what they see missing in the job environment to focus on the improvements.

## Reference

- Abubakar, A. M., & Ilkan, M. (2016). Impact of online WOM on destination trust and intention to travel: A medical tourism perspective. *Journal of Destination Marketing & Management*, 5(3), 192-201.
- Alfayad, Z., & Arif, L. S. M. (2017). Employee voice and job satisfaction: An application of Herzberg two-factor theory. *International Review of Management and Marketing*, 7(1), 150-156.
- Bentler, P. M., & Bonett, D. G. (1980). Significance tests and goodness of fit in the analysis of covariance structures. *Psychological Bulletin*, 88(3), 588-606
- Bilgiç, R. (1999). A different way of testing the interaction between core job dimensions and growth need strength (GNS). In *Conference on TQM and Human Factors* (pp. 210-215).
- Browne, M. W., & Cudeck, R. (1992). Alternative ways of assessing model fit. *Sociological methods & research*, 21(2), 230-258.
- Chaudhry, N. I., Roomi, M. A., Eugien, M. & Chaudhry, J. I. (2021). Treating top management team conflicts through employee voice for reducing intentions to quit: moderating role of union instrumentality. *International Journal of Conflict Management*. Vol. ahead-of-print No. ahead-of-print. <https://doi.org/10.1108/IJCMA-03-2021-0035>
- Colquitt, J. A., Scott, B. A., & LePine, J. A. (2007). Trust, trustworthiness, and trust propensity: A meta-analytic test of their unique relationships with risk taking and job performance. *Journal of applied psychology*, 92(4), 909-927
- Cronbach, L. J. (1951). Coefficient alpha and the internal structure of tests. *psychometrika*, 16(3), 297-334.

**The Impact of Trust in Senior Management and Job Satisfaction on Intention to Stay: The Mediating Role of Employee Voice Behavior**

Çetin, Ş., & Çakmakçı, C. (2012). Çalışan sesliliği ölçeğini Türkçeye uyarlama çalışması. *Kara Harp Okulu Bilim Dergisi*, 22(2), 1-20.

Derin, N. (2017). İşyerinde kişiler arası güven ile işgören sesliliği arasındaki ilişkide psikolojik rahatlığın aracılık rolü. *Yönetim Bilimleri Dergisi*, 15(30), 51-68.

Detert, J. R., & Burris, E. R. (2007). Leadership behavior and employee voice: Is the door really open?. *Academy of management journal*, 50(4), 869-884.

Dirks, K. T., & Ferrin, D. L. (2002). Trust in leadership: Meta-analytic findings and implications for research and practice. *Journal of applied psychology*, 87(4), 611-628

Edmondson, A. C. (2003). Speaking up in the operating room: How team leaders promote learning in interdisciplinary action teams. *Journal of management studies*, 40(6), 1419-1452.

Farndale, E., Van Ruiten, J., Kelliher, C., & Hope-Hailey, V. (2011). The influence of perceived employee voice on organizational commitment: An exchange perspective. *Human Resource Management*, 50(1), 113-129.

Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of marketing research*, 18(1), 39-50.

Gao, L., Janssen, O., & Shi, K. (2011). Leader trust and employee voice: The moderating role of empowering leader behaviors. *The Leadership Quarterly*, 22(4), 787-798.

Gellatly, I. R., Meyer, J. P., & Luchak, A. A. (2006). Combined effects of the three commitment components on focal and discretionary behaviors: A test of Meyer and Herscovitch's propositions. *Journal of vocational behavior*, 69(2), 331-345.

Griffeth, R. W., Hom, P. W., & Gaertner, S. (2000). A meta-analysis of antecedents and correlates of employee turnover: Update, moderator tests, and research implications for the next millennium. *Journal of management*, 26(3), 463-488.

Hackman, J. R., & Oldham, G. R. (1975). Development of the job diagnostic survey. *Journal of Applied psychology*, 60(2), 159-170

Hair, J. F., Black, W. C., Babin, B. J., Anderson, R. E., & Tatham, R. (2006). *Multivariate data analysis*. Uppersaddle River.

Hirshman, A. O. (1970). Exit, voice and loyalty. *Cambridge, Massachusetts*.

Ka, Z. & Aboobaker, N. (2021), "Spiritual leadership and intention to stay: examining the mediating role of employee voice behaviour", *Journal of Management Development*, 40(5), 352-364. <https://doi.org/10.1108/JMD-05-2019-0182>

Karadeniz, D. (2010). *Examination of organizational culture in terms of organizational commitment and staying intentions in organization (Yüksek lisans tezi, Abant İzzet Baysal Üniversitesi, Bolu)*. Erişim adresi: <http://tez2.yok.gov.tr/>

Kim, J., MacDuffie, J. P., & Pil, F. K. (2010). Employee voice and organizational performance: Team versus representative influence. *Human relations*, 63(3), 371-394.

Kline, R. B. (2015). *Principles and practice of structural equation modeling*. Guilford publications.

Lam, L. W., Loi, R. & Chan, K. W. (2016) Voice More and Stay Longer: How Ethical Leaders Influence Employee Voice and Exit Intentions. *Business Ethics Quarterly*. 277-300

Lawler, E.E., III (1975). Pay, participation and organizational change In E. L.Cass & F. G. Zimmer (Eds.), *Man and work in society*. New York: Van Nostrand-Reinhold .

LePine, J. A., & Van Dyne, L. (1998). Predicting voice behavior in work groups. *Journal of applied psychology*, 83(6), 853-868

LePine, J. A., & Van Dyne, L. (2001). Voice and cooperative behavior as contrasting forms of contextual performance: evidence of differential relationships with big five personality characteristics and cognitive ability. *Journal of applied psychology*, 86(2), 326-336

Li, X., Xue, Y., Liang, H., & Yan, D. (2020). The impact of paradoxical leadership on employee voice behavior: a moderated mediation model. *Frontiers in Psychology*, 11, 2408.

Locke, E. A. (1976). *The nature and causes of job satisfaction*. *Handbook of industrial and organizational psychology*. Chicago: RandMc Nally, 2(5), 360-580.

Marsh, H. W., & Hocevar, D. (1985). Application of confirmatory factor analysis to the study of self-concept: First-and higher order factor models and their invariance across groups. *Psychological bulletin*, 97(3), 562-582

Mayer, R. C., Bobko, P., Davis, J. H., & Gavin, M. B. (2011). The effects of changing power and influence tactics on trust in the supervisor: A longitudinal field study. *Journal of Trust Research*, 1(2), 177-201.

Mayer, R. C., Davis, J. H., & Schoorman, F. D. (1995). An integrative model of organizational trust. *Academy of management review*, 20(3), 709-734.

McDonald, R. P., & Marsh, H. W. (1990). Choosing a multivariate model: Noncentrality and goodness of fit. *Psychological bulletin*, 107(2), 247-255

Meyer, J. P., Stanley, D. J., Herscovitch, L., & Topolnytsky, L. (2002). Affective, continuance, and normative commitment to the organization: A meta-analysis of antecedents, correlates, and consequences. *Journal of vocational behavior*, 61(1), 20-52.

Milliken, F. J., Morrison, E. W., & Hewlin, P. F. (2003). An exploratory study of employee silence: Issues that employees don't communicate upward and why. *Journal of management studies*, 40(6), 1453-1476.

Morrison, E. W., & Milliken, F. J. (2000). Organizational silence: A barrier to change and development in a pluralistic world. *Academy of Management review*, 25(4), 706-725.



**The Impact of Trust in Senior Management and Job Satisfaction on Intention to Stay: The Mediating Role of Employee Voice Behavior**

---

Morrison, E. W., & Phelps, C. C. (1999). Taking charge at work: Extra role efforts to initiate workplace change. *Academy of management Journal*, 42(4), 403-419.

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.

Ng, T. W., & Feldman, D. C. (2013). Changes in perceived supervisor embeddedness: Effects on employees' embeddedness, organizational trust, and voice behavior. *Personnel Psychology*, 66(3), 645-685.

Nunnally, J. C., & Bernstein, I. H. (1994). *Psychometric theory*. (3rd ed.). New York, NY: McGraw-Hill

Olson-Buchanan, J. B., & Boswell, W. R. (2002). The role of employee loyalty and formality in voicing discontent. *Journal of Applied Psychology*, 87(6), 1167-1174

Preacher, K. J., & Hayes, A. F. (2004). SPSS and SAS procedures for estimating indirect effects in simple mediation models. *Behavior research methods, instruments, & computers*, 36(4), 717-731.

Premeaux, S. F., & Bedeian, A. G. (2003). Breaking the silence: The moderating effects of self-monitoring in predicting speaking up in the workplace. *Journal of management studies*, 40(6), 1537-1562.

Rasheed, M. A., Shahzad, K., Conroy, C., Nadeem, S., & Siddique, M. U. (2017). Exploring the role of employee voice between high-performance work system and organizational innovation in small and medium enterprises. *Journal of Small Business and Enterprise Development*. 24(4), 670-688

Salancik, G. R., & Pfeffer, J. (1978). A social information processing approach to job attitudes and task design. *Administrative science quarterly*, 224-253.

Shrout, P. E., & Bolger, N. (2002). Mediation in experimental and nonexperimental studies: new procedures and recommendations. *Psychological methods*, 7(4), 422-445

Sinha, D., & Shukla, K. S. (2012). Comparative study of job satisfaction of the employees of private and public sector banks. *V3 Journal of Management (e-journal)*, 1(1), 30-96.

Son, S. (2019). The role of supervisors on employees' voice behavior. *Leadership & Organization Development Journal*, 40, 85-96

Tanaka, J. S., & Huba, G. J. (1985). A fit index for covariance structure models under arbitrary GLS estimation. *British journal of mathematical and statistical psychology*, 38(2), 197-201.

Tedone, A. M., & Bruk-Lee, V. (2021). Speaking up at work: personality's influence on employee voice behavior. *International Journal of Organizational Analysis*. Vol. ahead-of-print No. ahead-of-print. <https://doi.org/10.1108/IJOA-09-2020-2417>

Van Dyne, L., & LePine, J. A. (1998). Helping and voice extra-role behaviors: Evidence of construct and predictive validity. *Academy of Management journal*, 41(1), 108-119.

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), 1275-1286

Wilkinson, A., Dundon, T., Marchington, M., & Ackers, P. (2004). Changing patterns of employee voice: Case studies from the UK and Republic of Ireland. *Journal of Industrial Relations*, 46(3), 298-322.

Withey, M. J., & Cooper, W. H. (1989). Predicting exit, voice, loyalty, and neglect. *Administrative science quarterly*, 34(4) 521-539.

Zhou, J., & George, J. M. (2001). When job dissatisfaction leads to creativity: Encouraging the expression of voice. *Academy of Management journal*, 44(4), 682-696.