



Ethical Leadership and Employee Voice Behavior: Mediation of Cognitive and Affect Based Trusts

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ARTICLE INFO ABSTRACT

This study aims to examine the link between ethical leadership and four types of voice behaviors specifically focusing the mediating roles of two forms of trust, namely cognitive trust and affective trust. The concept of leadership has been explored from several perspectives but from ethical perspective it has been least investigated. Data was collected from 320 supervisors-follower dyads across different universities belonging to education sector. The results reveal that ethical leadership is positively related with constructive and supportive voice while negatively related with defensive and destructive voice. The study also found that affective and cognitive trust fully mediate the relationship between ethical leadership and employee voice behaviors. The research added ample contribution to current leadership practices and implications for future research directions.

Keywords: Ethical Leadership, Employee Voice, Cognitive Trust, Affective Trust.

Introduction

The concept of leadership has become the focal area of investigation for researchers in current era. A variety of definitions and explanations have been suggested for this particular discipline. For instance "Leadership is the behavior of an individual directing the activities of a group towards a shared goal (Hemphil & Coons, 1957)". Likewise Schein (1992) defines leadership as "the ability to step outside the culture to start evolutionary change processes that are more adaptive". While according to House et al. (1999), it is "the ability of an individual to influence, motivate, and enable others to contribute towards the effectiveness and success of the organization". Among others ethical leadership is one of the recent construct in the domain of leadership (Brown and Trevino 2006). Research showed that leadership is positively related to leader consideration, interactional fairness, and leader honesty (Avey, Planksi & Walumbwa 2011; Detert & Burris 2007; Mayer et al., 2009).

Usually it is considered that trust and ethics are inter-related concepts and go side by side. Trust is used as a measure to demonstrate the quality of the relationship between followers and leader. The two kinds of trust perform two different functions; Cognition-based trust reduces the work uncertainty while affect-based trust develops the sense of obligation in social exchange relationship (Dirks and Ferrin 2001; Colquitt et al. 2012). The difference in effects of affective & cognitive trust have been checked with various other leadership styles and its outcomes in the extant research (Zhua & Akhtar, 2014). Recent empirical research on trust shows that the outcome of affective and cognitive trust are different (Schaubroeck et al. 2011). The qualitative differences between cognition based trust and affective trust were identified by different scholars (Lewicki and Bunker 1995; Colquitt et al. 2012) but these distinctions were not integrated into ethical leadership behaviors. The relationship of ethical leadership with one type of voice is checked in previous research (Detert & Burris, 2007; Qi & Ming-Xia 2014) but the relationship of ethical leadership with different dimensions of voice (Maynes & Podsakoff 2014) in the presence of two types of trust (McAllister 1995) is rarely verified in extant literature and this study intends to fill this void.

The current study has examined the differential effects of cognitive and affective trust at the individual level on the relationship of ethical leadership and voice behaviors. This study makes a further contribution by examining the relationship of two types of trust and ethical leadership where as in past research, other leadership styles (participative and transformational leadership) were explored with cognitive and affective trust (Zhu & Akhtar, 2014). The findings of this study may enable us to understand better and recommend

managers as to how best they can utilize the effects of ethical leadership to encourage employee voice through trust building.

Literature Review

Ethical Leadership

Power abuse by leaders in organizations has instigated the issue of ethical aspects of leadership in recent past (Thomson 2010). Sometimes leaders use their powers lacking ethics to get their personal gains at the expense of followers and the organization. The public trust on organizations and businesses diminishes due to ethical reasons which are further deteriorated due to recent business scandals in different corporations (Posner & Kouzes 1993). The researchers (like: Brown and Trevino 2006) are paying great attention to the leader's values and integrity. Executives traced a number of behavioral aspects and motives when they are questioned about ethical leadership. They identified behavioral aspects involving to influence the ethical behaviors of others (Brown and Trevino 2006). In order to make their followers ethical, the leaders use different influential techniques like to issue statements showing importance of ethical behavior, modeling ethical behavior, setting visible examples for the followers, considering ethical aspects in performance evaluation and punishment for unethical acts.

Trust

Trust plays an important role in human learning because learning is based on the verbal and written statements of others on which learner has to believe without evidence (Rotter, 1967). Baier (1986) defined trust as, *"It's a reliance on the other competence and willingness to protect rather than harm what is entrusted to their care"*. While McAllister (1995) referred trust to, *"The degree to which a person is confident in and ready to act in accordance with words, actions and decisions of another"*. Affective trust is based on the emotional ties between the individuals. Emotional investments are made in these relationships to show care and concern for the welfare of the coworkers with the intentions that these sentiments will be reciprocated (Pennings, Woiceshyn, 1987). Research indicates that the behavior which is personally chosen rather than role defined, aiming to meet legitimate needs and demonstrating interpersonal care and concern rather than self-interest which are important for the development of affect-based trust (Clark, Mills, & Powell, 1986).

Employee's Voice

Voice behavior is defined in literature as, *"An intentional speaking up behavior by the employees to express constructive ideas and opinions at workplace in order to achieve better effective results in organizations"* (Liang et al., 2012; Venkataramani & Tangirala, 2010). United States Department of Labor defines the employee voice as, *"Worker's ability to access the information of their rights, understanding of those rights, and their ability to exercise those rights without discrimination and retaliation."* Usually voice is considered as verbal behavior but it is not limited only to verbal behaviors. In early studies on voice, the main motive of voice was to remove the dissatisfaction of employees but now the focus is more on pro-social behavior. The role of voice is important in organizational justice literature where employees find an opportunity to express their views in decision process. Voice literature clarifies that the organizations that encourage employee's voice in decision processes result in intensifying perceptions of fairness and agreement of leaders (Bies & Shapiro, 1988).

Theoretical Framework and Hypotheses Development

Ethical Leadership and Trust

Trust and ethics are generally thought as closely related and inter-dependent concepts (Heres & Lasthuizen 2014). According to Mayer's et al. (1995) trust model, trust is the outcome of integrity and integrity is also one of the dimension of ethical leadership thus it can be poised that ethical leadership and trust are positively related. Role modeling, the rewards, discipline and communicating ethics are important ethical behaviors that engender the integrity and consequently considered as important behaviors for developing trust on leadership (Trevino et al. 2000). Providing effective services to followers is the key responsibility of the leaders and is the essence of ethical leadership. Understanding followers, their needs and aspirations on doing best efforts to solve them are the primary responsibilities of ethical leaders. Trust is established when leaders actions are congruent with their words and values and being open and honest.

Trust is at the root of ethical leadership and is the most valuable and intangible quality of ethical leadership (McGee-Cooper 2003). In terms of followers, trust on leaders can be termed as, the psychological state in which followers have positive expectations about leaders' intentions and behaviors. When followers perceive that leaders are transparent and do care for them, it results in development of those values, attributes and aspirations which make trust more enriched for both parties (Avolio, Gardner, Walumbwa, Luthans & May, 2004). Leadership and trust based on exchange theory highlights that leaders and members develop a reciprocal relationship in organizations. Recent researches on trust (McAllister 1995; Dirks & Ferrin 2001) have shown that the construct trust consists of two dimensions; therefore the differential effects of two types of trust will engender different results when they interact with leadership. There are two dimensions of trust

e.g., cognition based-trust and affect-base trust. Cognitive trust is related to the leader's competence, integrity and trustworthiness (McAllister 1995). Since integrity is considered an important attribute of cognitive trust therefore ethical leadership is positively linked with cognitive trust. Affective trust is relational based and it depends upon the reciprocal relationship between the leader and followers (McAllister 1995). Interpersonal care and concern are important factors for the development of affect based trust rather than focusing only on self-interest. Hence it is predicted that:

Hypothesis 1a: Ethical leadership and cognitive trust are positively associated.

Hypothesis 1b: Ethical leadership and affective trust are positively associated.

Ethical Leadership and Voice

In turbulent business conditions, top management needs information from the lower level employees in particular the information that may not come to their knowledge. Otherwise, in order to make good decisions and rectify the problems before they cause deterioration (Qi & Ming-Xia 2014). The relationship of ethical leadership and employee's voice has been studied in previous prior research (Qi & Ming-Xia 2014). But the relationship with different voice dimensions has yet to be explored. Since there are four types of voice behaviors (i.e. supportive, constructive, defensive and destructive) therefore the relationship of ethical leadership with different voice behaviors might be perceived differently. "Employee voice is seen as discretionary communication of ideas, suggestions, concerns or opinions about work related issues which intend to improve organizational performance" (Detert & Buriss 2007; Morrison et al., 2011).

It is suggested by the social theorists that employees who are satisfied with their jobs or emotionally committed to their employer, are intended to give change oriented proposals. The reciprocal relationship depends upon the degree to which parties follow the rules of exchange. The norm of reciprocity got the central attention by researchers among different exchange rules (Cropanzano & Mitchel 2005). This norm of reciprocity converted into trust and emotional engagement with the passage of time. On the basis of exchange theory it is suggested that voice behavior depends upon the treatment received from others (Blau 1964). One does good deeds because he perceives that he will receive the same treatment in return (Cropanzano & Mitchel 2005). Research suggests that the followers who receive ethical treatment from their leaders, develops trust in them. All this is a bi-product of social exchange relationships with their leaders (Brown and Trevino 2006). When employees perceive their leaders are protecting their interests, they reciprocate by engaging themselves in more extra role behavior such as voice. It is proved from literature at hand that if ethical treatment is given to followers, in response they engage themselves in social exchange relationship (Brown and Trevino 2006). Due to the perception of followers, their leaders are caring and consider their best interests they are likely to reciprocate by involving in extra role behaviors such as voice (Qi & Ming-Xia 2014). Supportive voice is the voluntary expression to support worthy work related policies, objectives, programs, procedures and show resistance when these are criticized (Maynes, & Podsakoff 2014). Organizational loyalty is considered similar to supportive voice. It is also evident from past studies that leadership and organizational loyalty are positively associated (Ding et al. 2012). It can be inferred on the basis of these studies that ethical leadership and supportive voices are positively related. Constructive voice is the voluntary expression of ideas, policies, procedures and programs with the objective to change in the existing organizational work context (Maynes, & Podsakoff 2014). The relationship between ethical leadership and pro-social behavior is considered positive (Brown and Trevino 2006). Defensive voice is the voluntary expression of ideas, policies, procedures and programs that oppose the changing in the organization work context when changes are inevitable. Since leaders have authority and powers to reward and punish therefore, followers pay close attention on behaviors that are awarded and avoiding those that are punished in the organization. As it is clear from the definitions of defensive and destructive voice behaviors, both support unethical practices i.e. defensive voice supports the status quo and destructive voice supports the bad mouthing and critical comments which are against the purpose of the organizational goals. Therefore ethical leadership is negatively related with defensive and destructive voices. On the basis of above discussion it can be hypothesized that:

Hypothesis 2a: Ethical leadership is positively related to supportive voice.

2b: Ethical leadership is positively related to constructive voice.

2c: Ethical leadership is negatively related to defensive voice.

2d: Ethical leadership is negatively related to destructive voice.

Mediating Role of Trust

Although past studies have examined a strong relationship between trust and employee's voice but they have neglected the multi-dimensionality of the construct trust (Gao, Janssen & Shi 2011). This study seeks to explore the influence of two dimensions of trust with four types of voices. It is evident that employee's voice and trust are positively associated (Gao et al. 2011). The study of McAllister (1995) and several other researchers have found that the construct trust has two dimensions namely affective trust and cognitive trust. The former is based on the social exchange theory in which emotional ties between trustor and trustee developed over an extended period of time on the basis of mutual care and concern. While latter established due to trustor's perception about trustee's personal characteristics i.e. competence, integrity, reliability and ability. Since these two forms capture different perceptions of trustor, therefore their effect will be different

on different types of voice. When followers are uncomfortable with their leaders, their trust will decrease. As a result they will keep either silence or give negative comments about their organizations referred as destructive voice. The present study deals with two types of trust and four types of employee voice behaviors. Two types of employee's voice i.e., supportive and constructive voices are voluntary expressions of ideas, policies that support the existing state of affairs or bring changes for the betterment of organizational functions. This affirms trust of followers on their leaders (Maynes, & Podsakoff 2014); McAllister 1995). Since both forms of trust encourage positive behaviors, consequently both types of trust are associated positively to supportive and constructive voice. Two forms of voice namely defensive and destructive voice have negative relationship with trust. Because these are the voluntary expression of ideas, policies or programs that either preserve state of affairs in work context when changes are necessary or have merit or opposes the organizational changes by bad mouthing.

The present study deals with two types of trust and four types of employee voice behaviors with the mediation of trust dimensions. Two forms of employee voice i.e., supportive and constructive voices are voluntary expressions of ideas, policies that support the existing state of affairs or bring changes to better organization's functioning which shows the trust of followers on their leaders. On the other hand defensive & destructive voices are the voluntary expressions of ideas, suggestions, procedures and policies that maintain the status quo (existing state of affairs) criticize and comment debasing or hurtful opinions about the organization. Since ethical leaders builds cognitive trust in their followers on the basis of their competence and integrity (important attributes in both ethical leadership and cognitive trust). As a result followers involve in risk taking behaviors like voice because they believe that their leaders will encourage their positive suggestions and discourage negative behaviors like defensive and destructive voice. Affective trust is relational based trust, which develops as a result of mutual care and concern between the leader and follower over an extended period of time (Dirks & Ferrin 2001). Ethical leaders build long term relationship with their follower's as a result of frequent interactions with them. When followers feel that their leaders will consider their interests at any cost then they will engage themselves in those behaviors that can benefit the organization effectiveness e.g. positive opinions and suggestions without any fear. On the basis of above discussion the following hypotheses are proposed:

Hypothesis 3a: Cognitive trust mediates the relationship between ethical leadership and employee's supportive voice.

Hypothesis 3b: Cognitive trust mediates the relationship between ethical leadership and employee's constructive voice.

Hypothesis 3c: Cognitive trust mediates the relationship between ethical leadership and employee's defensive voice.

Hypothesis 3d: Cognitive trust mediates the relationship between ethical leadership and employee's destructive voice behaviors.

Hypothesis 3e: Affective trust mediates the relationship between ethical leadership and employee's supportive voice.

Hypothesis 3f: Affective trust mediates the relationship between ethical leadership and employee's constructive voice.

Hypothesis 3g: Affective trust mediates the relationship between ethical leadership and employee's defensive voice.

Hypothesis 3h: Affective trust mediates the relationship between ethical leadership and employee's destructive voice behaviors.

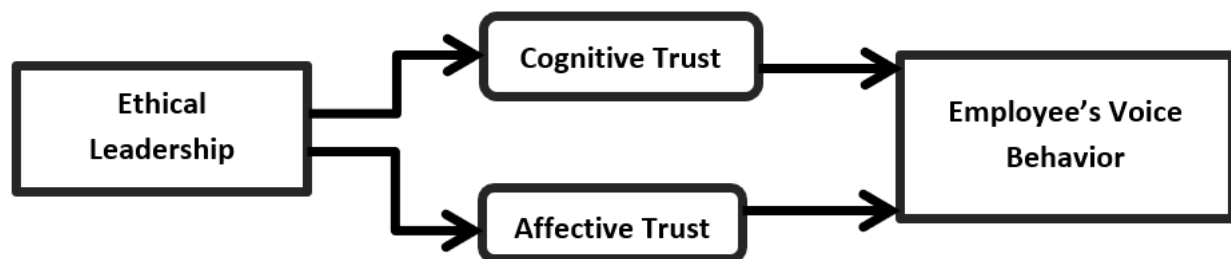


Figure 1: Proposed Research Model

Research Methodology

Data

Convenience sampling technique was used for data collection. Data is collected from two different educational institutes i.e. University of Sargodha and University of Lahore through self-administered questionnaires. First portion of the questionnaire deals with demographic variables and next measures the main variables present in the research model.

Sample

The sample size of current research was 500 supervisor-subordinate dyads. Out of 500 distributed questionnaires, 320 fully completed dyadic responses were received. The response rate was almost 65 %. The institutes from where data was collected were located in the city of Sargodha, Punjab Province, Pakistan. The subject's gender distribution is 29% were female and 71% were male. In terms of experience 41 % have 1-3 years experience, 33 % have 4-6 years experience, and the employees who have 7 years or more experience were 26 %.

Measures

This study has used previously developed and validated measures for all the variables. Responses were taken on 5 points likert scale "1 = strongly disagree to 5 = strongly agree". Following are some further details of measures.

Ethical leadership was measured through Brown et al.'s (2005) ten-item scale. Both cognitive and affective trust were measured through MacLister's (1995) scale. Cognitive trust was measured through 6 items scale while affective trust was measured through 5 items. Four types of voice (supportive, constructive, defensive and destructive) were measured through Maynes, & Podsakoff (2014) scale. Each voice behavior was measured through 5 items.

Results and Discussion

Reliability Analyses

Reliability analyses determines the stability and consistency of the respondent scores. Reliability of measures means the extent to which the scales items are consistent and biased. One of the most acceptable reliability statistics is Cronbach's alpha (1951). Cronbach alpha value greater than 0.7 is acceptable and a good indicator of construct reliability. SPSS is used to carry out the reliability test.

Table1: Reliability Analyses

Variables	Items	Cronbach's Alpha
Ethical Leadership	10	.89
Cognitive Trust	6	.79
Affective Trust	5	.73
Constructive Voice	5	.77
Supportive Voice	5	.81
Defensive Voice	5	.84
Destructive Voice	5	.85

Descriptive Statistics and Correlation:

Table 2 comprises of means of variables, standard deviation, correlations and reliability analyses.

Variables	Mean	S.D	1	2	3	4	5	6	7	8	9	10	11	12
1. Gender	0.18	0.083	1											
2. Age	2.51	0.533	.03	1										
3. experience	1.47	0.843	0.02	0.17	1									
4. Designation	1.70	0.76	0.26	0.28	0.19	1								
5. Department	3.64	0.421	-	0.03	0.19	0.20	1							
6. Ethical Leader	3.26	0.759	0.09	0.02	0.13	0.16	0.02	(0.89)						
7. Cognitive Trust	3.71	0.641	0.07	0.01	0.11	0.12	0.11	0.40**	(0.79)					
8. Affective Trust	3.34	0.749	0.06	0.03	0.08	0.05	0.12	0.42**	0.46**	(.73)				
9. Constructive Voice	3.16	0.623	0.06	0.029	-	0.15	0.09	0.31**	0.49**	0.53**	(.77)			
10. Supportive Voice	3.42	0.791	-	0.11	-	0.18	0.07	0.33**	0.51**	0.48**	0.49**	(.81)		
11. Defensive Voice	3.64	0.535	-	0.14	0.11	-	0.04	-	-	-	-0.46*	-	(.84)	
12. Destructive Voice	2.05	0.486	0.11	-0.14	0.01	-	0.11	-	-	-	-0.44*	-	0.33*	(.85)
						0.09		0.30**	0.52**	0.55**		0.32*		

“** Correlation is significant at the 0.01 level (2-tailed)”.

“*Correlation is significant at the 0.05 level (2-tailed).”

“Alpha reliabilities are mentioned in parenthesis bold”

The association of variables is revealed by correlation analyses drawn in table 2. The correlational analyses demonstrated that ethical leadership is positively related with supportive and constructive voices. The results of correlation relationships between ethical leadership and supportive and constructive voices ($r=.33^{**}$ $P<.05$ and $r=.31^{**}$ $p<.001$ respectively) confirmed the positive relationship between ethical leadership and these two types of voices. Ethical leadership is negatively related with destructive and defensive voices ($r= -.29$, $p < .01$; $r= -.30$, $p < .01$). Further ethical leadership is positively related with two forms of trust (cognitive and affective trusts). Correctional results of ethical leadership and cognitive trust is ($r=.40^{**}$). Similarly correlation between ethical leadership and affective trust is ($r=.42^{**}$).

Moreover two types of trust and four types of voice behaviors results show that cognitive trust relates positively with supportive and constructive voice whereas negatively related with defensive and destructive voice. The values of correlation of cognitive trust with supportive and constructive voice are ($r=.51$ and $r=.49$) respectively which show strong positive relationships. The values of correlation of cognitive trust with defensive and destructive voices are ($r=-.55$, $r=-.52$).

Correlation analysis shows the values ($r= .48^{**}$, $r= .53^{**}$) of affective trust with supportive and constructive voices respectively that implies the positive significant relationship between affective trust and supportive and constructive voices. The correlational values of affective trust with defensive and destructive voices are ($r= -.49^{**}$ and $r= -.55^{**}$) respectively. This shows the negative relationship of these variables.

Regression Analysis

Table 03: Regression Analysis: Direct effect of ethical leadership & types of trust

Predictors	Cognitive Trust			Affective Trust		
	B	R ²	ΔR^2	β	R ²	ΔR^2
Step 1						
Control Variables		.04			.05	
Step 2						
Ethical Leader	.53**	.40	.36*	.59*	.42	.37*

The above mentioned table 3 shows regression analysis of three variables. Ethical leadership is taken as independent variable whereas affective trust and cognitive trust are included as dependent variables in this regression model. This regression analysis consists of two steps. In step one I run the regression test of control variables with two types of trust (Cognitive, affective) gives the values of R square .04 and .05 for cognitive and affective respectively. We made in hypothesis 1a and 1b that ethical leadership is positively related with cognitive and affective trust. Reported values of ethical leadership with cognitive trust and affective trust show that ethical leadership is significantly positively related with cognitive trust ($\beta = .53^*$, $R^2 = .40$) and affective trust ($\beta = .59^{**}$, $R^2 = .42$). By these analyses both hypotheses 1a and 1b are confirmed. Regression analyses further reveals that ethical leadership is responsible for the variation in cognitive trust by 40 % and in affective trust by 42 %. Regression analysis of Beta values imply that one unit change in ethical leadership affects change in cognitive trust by .53 and in affective trust by .59.

Table 04: Regression analysis ethical leadership & voice behaviors

Predictors	Constructive Voice			Supportive Voice			Defensive Voice			Destructive Voice		
	B	R ²	ΔR^2	β	R ²	ΔR^2	β	R ²	ΔR^2	β	R ²	ΔR^2
Step 1												
Control Variables		.04			.05			.06			.03	
Step 2												
Ethical Leader	.53**	.31	.27*	.49*	.33	.28*	-.42*	.29*	.23*	-.30*	.27*	.24*

According to table 4 ethical leadership is significantly related with four types of voices. As our 2nd hypothesis ethical leadership is positively related with supportive and constructive voices similarly negatively related

with defensive and destructive voice. Regression values of ethical leadership with four types of voices (i.e. supportive, constructive, defensive and destructive $\beta = .49^*$, $R^2 = .33$, $\beta = .53^{**}$, $R^2 = .31$, $\beta = -.42^*$, $R^2 = .29$, $\beta = -.30^*$, $R^2 = .27$ respectively) confirmed our hypotheses 2a, 2b, 2c and 2d. Negative sign with beta values shows ethical leadership is negatively related with defensive and destructive voice behaviors. In other words, regression analyses revealed that ethical leadership is responsible for variation in constructive by 31%, in supportive voice by 33%, in defensive voice by 29% and in destructive voice by 27%. Similarly beta values show that by changing one unit in ethical leadership resulting in change in constructive voice by 53%, in supportive voice by 49%, in defensive voice by 42% and in destructive voice by 30%.

Table 05: Regression Analysis to check direct effect of cognitive trust & employee voice

Predictors	Constructive Voice			Supportive Voice			Defensive Voice			Destructive Voice		
	B	R ²	ΔR^2	B	R ²	ΔR^2	B	R ²	ΔR^2	β	R ²	ΔR^2
Step 1												
Control Variables		.09			.05			.06			.06	
Step 2												
Cognitive Trust	.65**	.49	.40*	.69*	.51	.46*	-.72*	.55*	.49*	-.70*	.52*	.46*

In above table 5 we have explored the relationship of cognitive trust and voice types (supportive, constructive, defensive and destructive) through regression analyses. Five variables are introduced in the table with cognitive trust is taken as independent variable and four types of voices as dependent variables. In step I regression of cognitive trust is run with control variables (age, gender, experience and department). The values of R^2 with control variables and voice behaviors (constructive, supportive, defensive and destructive) are .09, .05, .06 and .06 respectively. That shows the variability that is caused by control variables on dependent variables. In step II when we run the regression test of cognitive trust with four voice types the resulting values are as ($\beta = .65^{**}$, $R^2 = .49$) for constructive voice, ($\beta = .69^{**}$, $R^2 = .51$) for supportive voice, ($\beta = -.72^{**}$, $R^2 = .55$) for defensive voice and ($\beta = -.70^{**}$, $R^2 = .46$) for destructive voice. Regression analyses of these values show that cognitive trust is significantly related with all types of voices. From these results we can infer that cognitive is responsible for variation in constructive voice by 49 %, in supportive voice by 51 %, in defensive voice by 55 %, and in destructive voice by 52 %. Furthermore, reported beta values show that unit change in cognitive trust constructive voice would change by .65, supportive voice would change by .69, defensive voice would change by .72 and destructive voice would change by .70.

Table 06: Regression Analysis to check direct effect of affective trust & employee voice

Predictors	Constructive Voice			Supportive Voice			Defensive Voice			Destructive Voice		
	B	R ²	ΔR^2	B	R ²	ΔR^2	B	R ²	ΔR^2	β	R ²	ΔR^2
Step 1												
Control Variables		.09			.05			.06			.06	
Step 2												
Affective Trust	.73**	.53	.44*	.63*	.48	.43*	-.64*	.49	.43*	-.73*	.55	.49*

The direct relationships of affective trust with four types of employee voices are drawn in table 06. The independent variable in this relationship is affective trust and four voice behaviors are taken as dependent variables. Regression analysis is completed in two steps. In first step control variables are checked with dependent variables. We found the values of R Squares with four types of voices (constructive, supportive, defensive, and destructive) as .09, .05, .06, and .06. In second step we run the regression analyses with affective trust and voice behaviors. We found the significant positive relationship of affective trust with constructive voice ($\beta = .73^{**}$, $R^2 = .53$) and supportive voice ($\beta = .63^{**}$, $R^2 = .48$). There is significant negative relationship of affective trust with defensive voice ($\beta = -.64^{**}$, $R^2 = .49$) and destructive voice ($\beta = -.73^{**}$, $R^2 = .55$). It is evident from these results that affective trust is responsible for the variation in constructive voice by 53 %, in supportive voice by 48 %, in defensive voice by 49 % and in destructive voice by 55 %. Beta values can be interpreted as with one unit change in affective trust results in .73 changes in constructive voice, .63 changes in supportive voice, .64 changes in defensive voice and .73 changes in destructive voice.

Mediation Analysis

Cognitive Trust as Mediator

Table 07: Mediation analysis of Cognitive trust between ethical leadership and employee voice

Predictors	Constructive Voice			Supportive Voice			Defensive Voice			Destructive Voice		
	B	R ²	ΔR^2	β	R ²	ΔR^2	B	R ²	ΔR^2	β	R ²	ΔR^2
Main Effect	.53**	.31	.27*	.49*	.33	.28*	-	.29	.45*	-	.27*	.24*
Ethical Leader							.42*	*		.30*		
Step 1												
Control Variables		.09			.05			.06			.06	
Step 2												
Cognitive Trust	.65*	.49	.40*	.69*	.51	.46*	-	.55*	.49*	-	.52*	.46*
Step 3							.72*			.70*		
Ethical Leader	.23*	.54	.05*	.02	.52	.01	-.01	.56	.01	-	.57	.05*
										.14*		

*P<.05=correlation significant at P<.05

**p<.01=correlation significant at p.01

In this part we will discuss the four mediating relationships in which cognitive trust mediates the relationships between ethical leadership and four types of voice behaviors. This mediation is tested through Baron and Kenny (1986) technique. Table 6 presents mediated regression analysis in three step approach. Earlier we hypothesized that cognitive trust mediates the relationship between ethical leadership and employee voice behaviors in hypotheses 3a, 3b, 3c and 3d. Table 7 presents the mediated regression analyses in three steps. All the values reveal significant effect of affective trust on employee voice behaviors i.e. constructive voice ($\beta = .65^{**}$), supportive voice ($\beta = .69^{**}$), defensive voice ($\beta = -.72^{**}$), and destructive voice ($\beta = -.70^{**}$). After induction of ethical leadership in regression equation the impact size suddenly declines (from $\beta = .53^{**}$ to $\beta = .23^{**}$) & variation reduced $\Delta R^2 = .27$, to $\Delta R^2 = 0.05^{**}$ in case of constructive voice, decline of effect in supportive voice ($\beta = .49^{**}$ to $\beta = .01$) whereas reduction in variation is observed ($\Delta R^2 = .33$, to $\Delta R^2 = 0.01$), decline of effect in defensive voice (from $\beta = -.42^{**}$ to $\beta = -.01$) whereas reduction in variation is ($\Delta R^2 = .45$, to $\Delta R^2 = 0.01$). Finally in case of destructive voice decline in effect size is ($\beta = -.30^{**}$ to $\beta = -.14^{**}$) whereas reduction in variation is ($\Delta R^2 = .24^{**}$, to $\Delta R^2 = 0.05^{**}$). These results approved the hypotheses 3a, 3b, 3c and 3d which predicted that cognitive trust mediates the relationship between ethical leadership and four types of employee's voice behaviors.

Mediation Analysis (Affective Trust)

Table 08: Mediation analysis of affective trust between ethical leadership and employee voice

Predictors	Constructive Voice			Supportive Voice			Defensive Voice			Destructive Voice		
	B	R ²	ΔR^2	β	R ²	ΔR^2	β	R ²	ΔR^2	β	R ²	ΔR^2
Main Effect	.53**	.31	.27*	.49*	.33	.28*	-	.29	.45*	-	.27*	.24*
Ethical Leader							.42*	*		.30*		
Step 1												
Control Variables		.09			.05			.06			.06	
Step 2												
Affective Trust	.73**	.53	.44*	.63*	.48	.43*	-	.49	.43*	-	.55	.49*
Step 3							.64*			.73*		
Ethical Leader	.03	.54	.01	.01	.48	.00	-.02	.50	.01	-.01	.55	.00

The present study deals in two mediating variables (Cognitive trust & Affective Trust) comprising eight mediating relationships. In first part we will discuss the four mediating relationships in which affective trust mediates between ethical leadership and four types of voice behaviors. The mediation is tested through Baron

and Kenny (1986). Table 6 presents mediated regression analysis in three step approach. In first step control variables are introduced into regression equation to control the variability caused by demographic variables. The second step introduces the induction of mediator (affective trust) in regression model to check the effect of mediating variable on dependent variables. All the values reveal significant effect of affective trust on employee voice behaviors i.e. constructive voice ($\beta = .73^{**}$), supportive voice ($\beta = .63^{**}$), defensive voice ($\beta = -.64^{**}$), and destructive voice ($\beta = -.73^{**}$). Final step concludes the process by introducing the independent variable (ethical leadership). After introduction of ethical leadership in regression equation the impact suddenly declines ($\beta = .53^{**}$ to $\beta = .03$) and variation reduced ($\Delta R^2 = .27$, to $\Delta R^2 = 0.01$) in case of constructive voice, decline of effect size in supportive voice is ($\beta = .49^{**}$ to $\beta = .01$) whereas reduction in variation is ($\Delta R^2 = .33$, to $\Delta R^2 = 0.00$), decline of effect in defensive voice ($\beta = -.42^{**}$ to $\beta = -.02$) whereas reduction in variation is ($\Delta R^2 = .45$, to $\Delta R^2 = 0.01$). Finally in case of destructive voice decline in effect is ($\beta = -.30^{**}$ to $\beta = -.01$) whereas reduction in variation is ($\Delta R^2 = .24^{**}$, to $\Delta R^2 = 0.00$). These results approved the hypotheses 3e, 3f, 3g and 3h which predicted that affective trust mediates the relationship between ethical leadership and four types of employee voice behaviors.

Discussions

The purpose of the present study is to examine the relationship of ethical leadership and four types of voice considering the mediated roles of two types of trust (i.e. affective trust & cognitive trust). Multiple hypotheses are established in this study and all of them are accepted. Correlation and regression analyses are used in order to check the status of the relationship of the variables. Data is collected from public and private universities through questionnaires. The Statistical Package for Social Sciences (SPSS) version 20.0 was used to check the reliability, correlation and regression analyses of proposed hypotheses. Findings of these results reveal that there is strong relationship between voice types and ethical leadership. Constructive and supportive voice have positive relationships with ethical leadership whereas ethical leadership is negatively related with defensive and destructive voice. Ethical leaders encourage their followers to raise their concerns if any. In this way they will be able to know the problems of the employees and organization. But on the other hand if leaders have very authoritative and unethical attitudes towards their followers then they will remain silent and issues will not be identified. Voice decreases the feelings of control and as result it causes satisfaction and motivation (Greenberger & Strasser, 1986). Due to 'free speak up' behavior, employees express positive attitudes i.e. issues and concerns relating organizations (Morrison and Milliken, 2000). In this research's proposed model we have introduced two types of trust which are already discussed by different researchers (Zhu & Akhtar, 2014) with different variables but with four types of employee voice they have been discussed for first time in this study. This research makes a number of contributions in the leadership, trust and voice literature. First, it conducts a more deep examination to explore the effects of two types of trust on ethical leadership and voice behaviors. Second, this study checked for first time the relationship of ethical leadership and four types of voice because in prior studies only voice was examined with leadership (Qi & Ming-Xia 2014). There is another contribution that explains how affective & cognitive trust affects different types of voice behaviors while in past research only one type of voice was discussed with trust (Gao, Janssen & Shi 2011). Our findings also give the social exchange relationships in which it is explained as how trust is enhanced in subordinates' behavioral outcomes by ethical leadership (Dirks and Ferrin 2001). Affective and cognitive trust are also differentiated on the basis of cultural differences. For instance in China where collective culture prevails affective trust is more dominant. Since individuals invest their efforts to build long lasting relationships over an extended period of time. In some cultures where individual based cognitive trust is given more importance because supervisor's personal characteristics (competence, reliability, and integrity) are evaluated by subordinates. Multiple hypotheses are drawn in this study. The results that are emerged through correlation and regression analyses support these hypotheses Constructive and supportive voices are positively related with ethical leadership while defensive and destructive voices have significant negative relationships with ethical leadership. Regression results also show the significant impact of ethical leadership on voice types. In this way regression analysis also supports our hypothesis. Further details show that ethical leadership is positively related with affective and cognitive trust. Slightly difference in results between affective and cognitive trust indicates that the association of ethical leadership is stronger with affective trust since affective trust more depends upon relational interaction between subordinates and supervisor. The results support our hypotheses regarding trust because trust enables the employees to express their concerns and issues and in this way promotes speaking behavior. When subordinates trust their leaders and feel no dangerous consequences then they can easily express their feelings. The affective trust is a form of trust that established through care and concern by the individuals over an extended period of time. This type of trust encourages people because people feel no hesitation to express their ideas. As compared to cognitive trust it is more effective in developing speaking behavior because the level of interaction in these relations is too high. This study's final hypothesis is that affective & cognitive trust mediates the relationships of ethical leadership and four types of voice. The results clearly proved the mediation of cog native and affective trust between ethical leadership and four voice types. It is clear from the analyses that trust plays very important role in establishing relationship between ethical leadership and voice behaviors.

Practical Implications

The importance of ethical leadership is taking attention of researchers and practitioners in order to avoid corporate scandals. The present study is an attempt to examine the role of ethical leadership in organizations. The empirical results of the study provide an important insight for both practitioners and academicians. The concept of voice has long been the topic of discussion for researchers. Speaking up behavior plays very important role in the success of the organization. Before the studies of (Maynes, & Podsakoff 2014) the concept of voice was limited to only one dimension. After emerging more dimensions of voice the scope of the research is broadened. Voice has enormous benefits (like advocacy, watchdog, alarming) so managers should think to boost employee's voice to reap the benefits. Current study provides legitimate ways to enhance employee's positive voice and to reduce negative voice. For instance when leaders will deal employees with care and encourage their speaking up behavior then they will discuss the issues with confidence and feel no hesitation to raise their voices. It is also very important to discuss voice in terms of its dimensions. The rationale behind is that different voice behaviors have different impacts on employee behaviors. Managers will be able to know which behaviors should be encouraged and which deserve to discourage. Two forms of trust are rarely discussed with ethical leadership. Affective trust is based on reciprocal relationship of two parties and develops on the care and concern over an extended period of time. Cognitive trust is based on individual personal characteristics. Therefore with respect to ethical leadership both produce different results. Cognitive trust relates with work behaviors but could be negative in case of over reliance on leaders. There is an interesting finding of the study that in order to promote speaking up behavior subordinates require to develop affective trust upon their leaders so that they can share the ideas and interests of the managers and organization with them. The effect of affective and cognitive trust is different in different cultures for instance in collective cultures the affective trust is more effective. In case where individual culture prevails, cognitive trust is more effective.

Limitations of the Study and Future Research Directions

Though this research has contributed to the existing literature in terms of leadership and discovered some new aspects of ethical leadership and its relationship with trust and employee's voice, but still there are some limitations that should be addressed when conducting future research. Data is collected from a specific geographical territory based on a smaller sample size, more significant results can be attained by collecting data from diversified organizations belonging to different sectors from different geographical regions. Total sample size was 500 in which female representation was only 29% therefore gender distribution is concerning and in this way the results may not be true representative of both genders. Though according to Hofstede's cultural dimensions Pakistan is a masculine society the greater number of male in sample was expected. There is another limitation, data was cross sectional, a longitudinal research may give more purified results. This study has taken only a few variables as control variables (age, gender, education and department) but taking some other variables as control variables may enrich the horizon of current research. Some more variables can be included to check the effectiveness of the proposed research model. Another limitation was the workload of respondents due to this reason they could not give proper time to the questionnaire and remain unable to understand some questions and the purpose of the study. Privacy was another issue due to which some employees were reluctant to give full information due to the fact that privacy will not be maintained in spite of total assurance of privacy. Future research should incorporate issues into consideration. In this research trust is used as mediating variable but the research is lacking by inducing some other variables i.e. moderators. In future research, variables like psychological ownership; psychological empowerment can be used as moderating variables in order to get more diverse results.

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