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## **WHY EMPLOYEES HESITATE TO SPEAK UP? UNDERSTANDING MANAGER'S ATTITUDE TOWARDS EMPLOYEE VOICE**

### **Abstract:**

As union density has fallen recent years, employees' voice has gained more importance. Thus, analysis of voice has focused on the reasons triggering and buffering speaking up and managerial issues regarding available environment to speak up. The term voice is first conceptualized by Hirschman by "any attempt at all to change rather than to escape from an objectionable state of affairs" (Hirschman, 1970; p.30). The present study aims to understand the effect of management attitude towards voice on employee voice with the mediating effect of individual's psychological safety. Moreover, trust to supervisor will be analyzed as a moderating variable between management attitude and employee voice. We constructed a framework based on Maynes and Podsakoff (2014)'s view that identifies 4 different types of voice behavior (supportive, constructive, defensive, and destructive). 400 questionnaires will be distributed to employees who are working in technology industry. Results and implications of our findings will be discussed.

### **Keywords:**

employee voice, organizational behavior, management attitude

**JEL Classification:** M19