EXPLORING THE INTERPLAY BETWEEN LEADERSHIP STYLES, EMPLOYEE VOICE BEHAVIOR, AND JOB SATISFACTION: A SCOPING REVIEW

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Abstract

This scoping review examines the relationships between various leadership styles, employee voice behavior, and job satisfaction by systematically synthesizing existing quantitative studies. Utilizing preferred reporting items for systematic reviews and meta-analyses extension for scoping reviews (PRISMA-ScR) guidelines process and Arksey and O'Malley's (2005) analytical framework, Multidisciplinary Digital Publishing Institute (MDPI), Web of Science (WoS), JSTOR, and Scopus databases were systematically searched for relevant research up to October 2024. Extensive research resulted in the inclusion of 10 eligible scientific works. The analysis integrates theoretical frameworks such as resource conservation and social exchange theories, revealing that ethical and transformational leadership significantly influence employee voice and job satisfaction. These effects are mediated by employee behavior and satisfaction and moderated by cultural context and individual performance (Ilyas et al., 2021; Detert & Burris, 2007). Findings highlight the critical role of contextual and individual factors in the effectiveness of leadership practices, advocating for tailored leadership approaches that consider cultural specificities and employee resources. Future research should focus on longitudinal studies and more diverse samples to enhance the generalizability of these insights.

Keywords: Leadership Styles, Employee Voice Behavior, Job Satisfaction, Mediation, Moderation, Scoping Review

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1. INTRODUCTION

Leadership occupies a fundamental position in assuring organizational effectiveness by directly influencing employee behaviors and job satisfaction (Inceoglu et al., 2018). Various leadership styles, such as transformational, ethical or authentic leadership, have been widely studied for their impact on the internal dynamics of organizations (Muttalib et al., 2023). Job satisfaction constitutes a core indicator of employee well-being and employee voice behavior, representing the propensity of the employed to express ideas, concerns or suggestions (Xu et al., 2021). Both employee well-being and employee voice

behavior variables are influenced by leadership practices (Brooks & Wilkinson, 2022). Nevertheless, previous studies present heterogeneous results regarding the mechanisms by which leadership influences these two variables, especially through mediation and moderation dynamics (Avey et al., 2012; Ejaz et al., 2022; Mahmood & Ejaz, 2019; Eleftheriadis & Vyttas, 2018). Certain studies suggest that intermediary factors such as organizational commitment or psychological empowerment may be instrumental in influencing leadership practices (Svendsen & Joensson, 2016; Yousaf et al., 2019), while others emphasize the importance of contextual variables such as organizational culture or available resources (Mahmood & Ejaz, 2019; Chen et al., 2018; Song et al., 2020; Avey et al., 2012; Fernandez, 2008; Ilyas et al., 2021).

On the other hand, complex relationships between leadership, voice behavior and job satisfaction have been explored in greater depth through the use of structural equation models (SEMs) and advanced multivariate analysis (Mohammad et al., 2023; Specchia et al., 2020). Through the use of such analytical tools, the identification of underlying mechanisms and specific conditions influencing the effectiveness of leadership styles in various organizational contexts was facilitated (Dehghanan et al., 2021). Despite these advances within the scope of the study, there remains a pressing need to synthesize existing knowledge to clarify relationships and identify gaps in the current literature, by thoroughly examining the mediating and moderating relations and inter-relations established by previous research between employee behaviors, job satisfaction, and leadership style.

Accordingly, the present scoping review aims to comprehensively examine quantitative studies investigating the inter-relationships between different leadership styles, employee voice behavior and job satisfaction. By adopting a systematic approach following the preferred reporting items for systematic reviews and meta-analyses extension for scoping reviews (PRISMA-ScR) statement (Tricco et al., 2018), this review attempts to map the mediating and moderating dynamics underlying these relationships, integrating relevant theories such as social exchange theory and resource conservation theory (Blau, 1986; Hobfoll, 2001). The purpose is to provide a lucid, well-structured overview of the mechanisms by which leadership influences employee voice and satisfaction, while identifying the contextual and individual variables that can moderate these effects, within the scarce segment of literature identified through vigorous and systemic research.

To effectively address the intended research purpose, the research questions were constructed as follows:

RQ1: What influence do different leadership styles have on employee voice behavior within organizational settings?

RQ2: What factors have been identified as contributing to variations in employee job satisfaction in relation to leadership dynamics and voice behavior?

The present paper is structured as follows. Section 2 presents the adopted research methodology, provides the analytical plan, conveys the research strategy and details the basic characteristics of

the reviewed literature. Section 3 constitutes a contextual analysis of the obtained results. Section 4 discusses important findings within the scope of the research and in relation to relevant literature. Finally, Section 5 describes the conclusions of the paper and acknowledges the certain limitations of the present work, accompanied by suggestions for future research.

2. RESEARCH FRAMEWORK

The present study was conceptualized and materialized as a scoping review (Levac et al., 2010; Arksey & O'Malley, 2005). Thereby, the five-stage framework of Arksey and O'Malley (2005) was adopted in the following order:
1) identification of research questions;
2) identification of relevant articles;
3) selection of eligible literature;
4) charting the data;
5) collating, summarizing, and reporting the results.

Under this notion, the following five steps were formulated and applied.

2.1. Identifying research questions

The present scoping review aims to answer the research questions formulated earlier:

• *RQ1*: The aim of this research question is to investigate the ways in which leadership approaches affect employees' propensities to express their ideas, concerns and suggestions within the workplace. Answering this question will enable researchers to better understand the mechanisms by which employees' voice is influenced by leadership styles.

• *RQ2*: The objective of this question is to identify and analyze the mediating and moderating variables that influence the relationship between leadership styles, employees' voice behavior, and their level of job satisfaction. The aim is to determine whether factors such as affective commitment, self-efficacy, or the personal impact of organizational changes moderate or mediate these relationships, in order to better identify the optimal conditions for promoting a satisfying work environment conducive to employee voice.

2.2. Identifying relevant studies

The present scoping review methodically included available quantitative research investigating the relationships, inter-relationships, and mediating and moderating dynamics between leadership, employee voice behavior, and job satisfaction. The research terms were developed and structured along three key dimensions aligned with the study objectives. The first dimension concerned leadership, encompassing terms such as "leadership", "leadership styles", "transformational leadership", and "ethical leadership". The second dimension focused on employee voice behavior, including terms such as "employee voice", "voice behavior", and "proactive voice". Finally, the third dimension focused on job satisfaction, incorporating terms such as "job satisfaction", "employee satisfaction", and "job satisfaction". Each term within a dimension was

linked by the Boolean "OR" operator, while the different dimensions were combined using the "AND" operator, resulting in a search string structured as follows:

("leadership" OR "leadership styles" OR "transformational leadership" OR "ethical leadership") AND ("employee voice" OR "voice behavior" OR "proactive voice") AND ("job satisfaction" OR "employee satisfaction" OR "job satisfaction")

Four electronic databases, Multidisciplinary Digital Publishing Institute (MDPI), Web of Science (WoS), JSTOR, and Scopus, were exhaustively scrutinized in order to identify relevant studies. A manual search of eligible publications was also conducted to ensure that no potentially informative articles were overlooked in the initial database queries.

The present scoping review incorporated quantitative primary research studies of any design from any country and any context, provided they explored relational dynamics, mediations and moderations between leadership, voice behavior, and job satisfaction variables.

The inclusion criteria established involved: 1) studies published up to October 10, 2024; 2) research involving employees in organizational environments assessing various leadership styles; 3) studies quantifying employee voice behavior and job satisfaction outcomes; and 4) quantitative studies examining mediating or moderating effects between the variables studied. Exclusion criteria included: 1) articles published in languages other than English; 2) non-peer-reviewed articles (such as preprints, conference abstracts and editorials); 3) duplicate publications; and 4) articles not involving all three variables under study.

The data collection process took place in several stages. During the first stage, MDPI, WoS, JSTOR, and Scopus were systematically queried using the predefined search string. Subsequently, titles and abstracts of retrieved articles were assessed for relevance according to inclusion and exclusion criteria. Eligible studies were then subjected to a full-text analysis to confirm their eligibility. A manual search of the references of included studies identified other relevant searches not initially detected. During the final stage of the data collection process, other important information, such as study characteristics, methodologies employed and results was systematically extracted.

The EndNote software was utilized for the bibliographic references management procedure and functions, as well as for de-duplication purposes. The thematic analysis process was facilitated by the use of NVivo software during the data synthesis phase.

The adopted methodical approach ensured an in-depth exploration of the influences of leadership styles on employee voice behavior and job satisfaction through various mediating and moderating mechanisms through exhaustive and systematic identification of relevant quantitative studies.

2.3. Study selection

The selection process for studies included in the present scoping review was consistently organized into three distinct phases, in line with the guidelines stipulated by the PRISMA-ScR (Tricco et al., 2018). During the first phase, a meticulous examination of publication titles was conducted, so, as to identify potentially relevant work addressing the relationships and inter-relationships between leadership styles, employee voice behavior, and job satisfaction. During the initial phase, data filtration involved article selection based on their theoretical relevance and alignment with the present review's objectives.

A second phase entailed a detailed assessment of the abstracts of the shortlisted articles, during which each abstract was scrutinized for compliance with the established inclusion criteria. Detailed analysis ensured that only studies offering significant and robust contributions to the research field were retained for full-text evaluation.

For the last phase, the full texts of the articles selected during the first two stages were thoroughly examined in their entirety. A comprehensive review verified the methodological quality of the studies, the validity of the measurement instruments used, and the soundness of the statistical analyses applied. In addition, this stage confirmed that the research included provided relevant insights into the underlying mechanisms linking leadership, employee voice behavior and job satisfaction, thus, ensuring that all three variables were included in the reviewed articles and of course involved in the statistical analyses executed by the respective authors. This process resulted in the final inclusion of 10 articles, which satisfied the established criteria and were consequently subject to thematic analysis in order to formulate the thematic areas of critical evaluation for the present review. The process is visualized in Figure 1.

Figure 1. Study flow diagram (PRISMA-ScR flow chart)
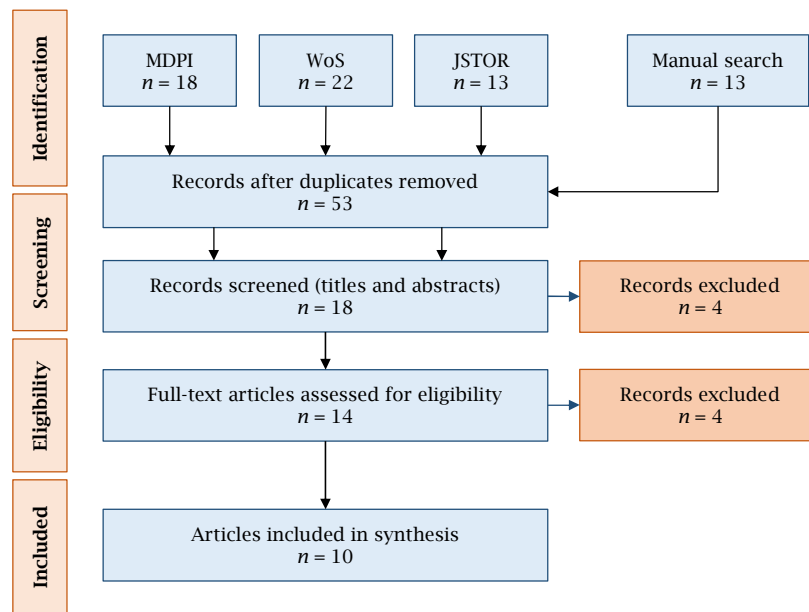
2.4. Charting the data

Evaluating each study involved a combination of descriptive statistics and general thematic analysis. For the former, the following information was extracted from each article: name of the author(s); the year of publication; information regarding the theoretical framework/background; sample information; research procedure details; statistical analyses; analytical strategy; constructs' relations and inter-relations; implications.

Through thematic analysis, other details about the studies were recorded, including, important author's quotes, theoretical considerations, and any insights pertinent to the research area. Depending on the individual characteristics of the reviewed literature, an article may feature more than one thematic category.

The information drawn from each article was summarized and tabulated (see Appendix).

3. RESEARCH FINDINGS

3.1. Conceptual foundations and theoretical frameworks

The studies reviewed demonstrate a sophisticated, multi-dimensional integration of theoretical frameworks to apprehend leadership dynamics and their organizational implications. As depicted in Figure 2, the largest group of reviewed works (20%) builds on resource conservation theory (Hobfoll, 2001), which provides a foundation for the authors to analyze the ways in which personal and organizational resources influence employee well-being and proactive behaviors (Mahmood & Ejaz, 2019; Kim & Ishikawa, 2021). Social exchange theory (Blau, 1986), utilized by 15% of the reviewed articles, conversely is frequently integrated to explore reciprocal interactions between leaders and subordinates, thus illuminating in what ways these exchanges promote job satisfaction and employee voice (Avey et al., 2012; Yousaf et al., 2019). Further, contemporary leadership theories such as transformational leadership (Bass & Avolio, 1990) representing 25% of the sample and ethical leadership (Brown & Treviño, 2006), representing 15% of the examined works, are combined with additional perspectives such as social norms theory (Asch, 1961) and cognitive social learning theory (Bandura, 1978), for 10% of the papers, in order to provide a nuanced comprehension of the mechanisms by which leaders' actions and practices do influence employees' attitudes and behaviors (Svendsen & Joensson, 2016; Detert & Burris, 2007).

Figure 2. Percentage and number of reviewed literature per theoretical framework integration
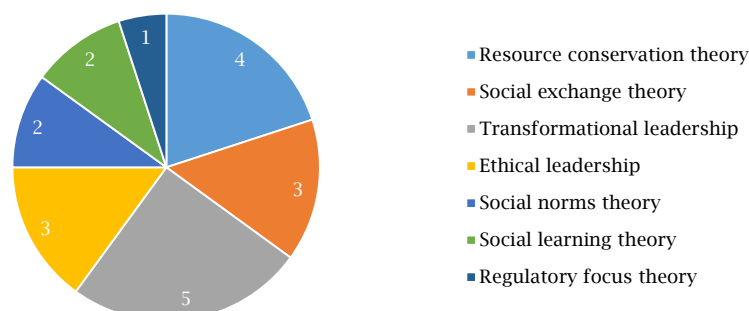
Note: An article may feature in more than one category.

Some studies, further innovate through the integration of concepts from regulatory focus theory (Higgins, 2012) and social exchange theory as underpinnings to critically investigate the effects modulated by variablelized constructs, notably self-efficacy and psychological capital (Song et al., 2020; Ilyas et al., 2021). Through this integrative approach, complex relationships are unveiled, for instance, the mediation of job satisfaction and psychological empowerment in the relationship between leadership and employee well-being (Yousaf et al., 2019; Mahmood & Ejaz, 2019). In addition, the integration of organizational and behavioral theories offers intersecting perspectives on the impact of leadership styles in diverse cultural contexts, particularly in South Asia and North America, thus, emphasizing the importance of social norms and hierarchical distance in promoting employee voice (Kim & Ishikawa, 2021; Detert & Burris, 2007). The theoretical diversity reinforces the importance of developing interdisciplinary approaches to understanding the multifaceted nature of leadership as a construct, while paving the way for future research to explore additional variables and diversified organizational contexts.

3.2. Research methodologies and data analysis strategies

All 10 reviewed works demonstrated considerable diversity and refinement in the adopted empirical approaches and analytical processes employed, as observed in Figure 3, thereby, incorporating contemporary technological resources to reinforce result validity and reliability. The majority of the research utilized structured questionnaires featuring validated scales, distributed via a variety of sampling techniques such as stratified (Fernandez, 2008; Detert & Burris, 2007), purposive (Mahmood & Ejaz, 2019; Yousaf et al., 2019), and random (Avey et al., 2012; Detert & Burris, 2007) sampling, targeting specific populations such as executives, public and private sector employees, and career portfolio workers. In the articles not mentioned herein, the sampling method was not explicitly declared. Data collection procedures on certain occasions were multi-temporal and involved the use of either three-wave designs or temporal separations to address any common method bias (Avey et al., 2012; Ilyas et al., 2021). Statistical analytical approaches variation clustered around the prominent use of confirmatory factor analysis (CFA), and SEM, with six and five articles utilizing the aforementioned methods respectively, both of which were predominantly implemented through the use of advanced statistical applications such as the AMOS (Avey et al., 2012; Mahmood & Ejaz, 2019), the Mplus (Kim & Ishikawa, 2021; Svendsen & Joensson, 2016), and SPSS with the PROCESS macro for mediation and moderation analyses (Song et al., 2020; Ilyas et al., 2021). Four studies have incorporated multilevel approaches to enable the processing of hierarchical data (Fernandez, 2008; Detert & Burris, 2007) as well as exploited bootstrapping techniques in an effort to estimate confidence intervals regarding indirect effects (Mahmood & Ejaz, 2019; Yousaf et al., 2019), thereby, enhancing the robustness of statistical inferences.

The studies reviewed display substantial methodological heterogeneity, both in terms of sampling and statistical analysis tools, reinforcing the validity of conclusions and enhancing the diversity of empirical perspectives. Primarily, several articles (Fernandez, 2008; Mahmood & Ejaz, 2019; Yousaf et al., 2019) opted for different sampling modalities (stratified, purposive, or random) and targeted various profiles, be they public sector executives, university employees or even "portfolio career" workers, thus ensuring a range of organizational contexts. In addition, data collection often takes place over multiple time points (Avey et al., 2012; Ilyas et al., 2021), introducing multi-wave designs intended to mitigate potential common method biases and better capture the evolution of variables of interest (e.g., employee voice, job satisfaction) over time.

Analytically, much research employs both CFA and SEM, with a view to validating factor structure and simultaneously testing various hypothesized relationships (Avey et al., 2012; Mahmood & Ejaz, 2019). In studies that have used hierarchical data (Fernandez, 2008; Detert & Burris, 2007; Song et al., 2020), multilevel methods such as hierarchical linear modeling (HLM) or hierarchical regression have been favored to account for team or department structuring, enabling simultaneous examination of individual and group effects. The adoption of tools such as SPSS with PROCESS macro (Song et al., 2020), the Mplus (Kim & Ishikawa, 2021; Svendsen & Joensson, 2016) and the AMOS (Avey et al., 2012; Mahmood & Ejaz, 2019) illustrates the consideration of complex models (mediation, moderation, cross-level interactions). In addition, some works incorporate bootstrapping (Mahmood & Ejaz, 2019; Yousaf et al., 2019) to generate robust confidence intervals and better capture indirect effects. The use of control variables (e.g., tenure, age, gender, organizational climate) underscores the desire to isolate the effect of leadership or voice factors, contributing to methodological refinement and generalizability of results. This pluralistic approach, combining statistical sophistication and rigorous research design, guarantees a more nuanced appreciation of the relationships between leadership styles, voice behavior and job satisfaction.

Figure 3. Number of reviewed literature per analytical strategy utilized
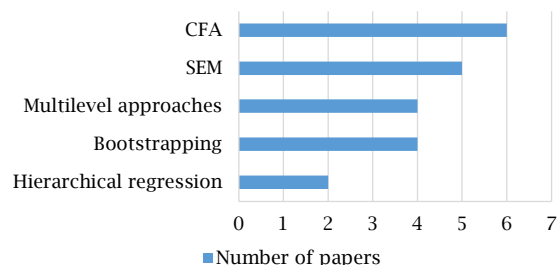
Note: An article may feature in more than one category.

The integration of modern technologies into the adopted analytical approaches is also evident in the use of hierarchical regression models and multi-level modeling utilized in order to capture the dynamic relations and inter-relations of variables within diversified organizational (multi) layers (Song et al., 2020; Detert & Burris, 2007). Applications such

as have been employed to test and quantify various moderating effects and intra/extra team-level interactions (Song et al., 2020), while elaborating the mediation and moderation approaches, which have decomposed indirect relationships between leadership styles and organizational outcomes (Svendsen & Joensson, 2016; Ilyas et al., 2021).

To compound this, studies have often incorporated rigorous controls for demographic and organizational variables (Avey et al., 2012; Fernandez, 2008), using ordered regression methods to address ordinal dependent variables (Fernandez, 2008). Using advanced statistical software and analytical techniques, a sophisticated methodological combination delivers in-depth and accurate analyses, supporting robust and generalizable conclusions about the effects of different leadership styles on employee voice, job satisfaction and psychological well-being.

3.3. The relationships between constructs and models of mediation/moderation

Inter-relationships between constructs and models of mediation/moderation within this review are indicative of the intricacies as well as the interconnective complexity of the organizational dynamics affected by diverse leadership styles. As displayed in Figure 4, a number of works, particularly Avey et al. (2012) and Mahmood and Ejaz (2019), substantiate the significant impact of ethical leadership on both employee well-being and job satisfaction, facilitated by the mediation of employee voice and psychological ownership. Elsewhere, Yousaf et al. (2019) and Ilyas et al. (2021) interestingly both highlight the instrumental contribution of employee voice in mediating the relationship between transformational leadership and psychological well-being, through the integration of theories including resources conservation and social exchange theory. Chen et al. (2018), in contrast, point out that work perceived as meaningful acts as a mediator between transformational leadership and promotive voice behaviors, exemplifying the way in which intermediary psychological mechanisms facilitate the positive effects of leadership on employees' proactive behaviors. Likewise, both Song et al.'s (2020) and Svendsen and Joensson's (2016) works have explored multiple mediation models wherein job satisfaction and self-efficacy assume essential mediating functions linking leadership styles and organizational outcomes including job satisfaction and change-related voice behaviors. These studies converge on a contextual but fundamental elucidation of the mediating processes linking leadership behaviors to various organizational outcomes, thus, accentuating the significance of both psychological and contextual variables in the facilitation of social exchange and employee engagement.

Figure 4. Number of reviewed literature utilizing mediation/moderation of the depicted constructs
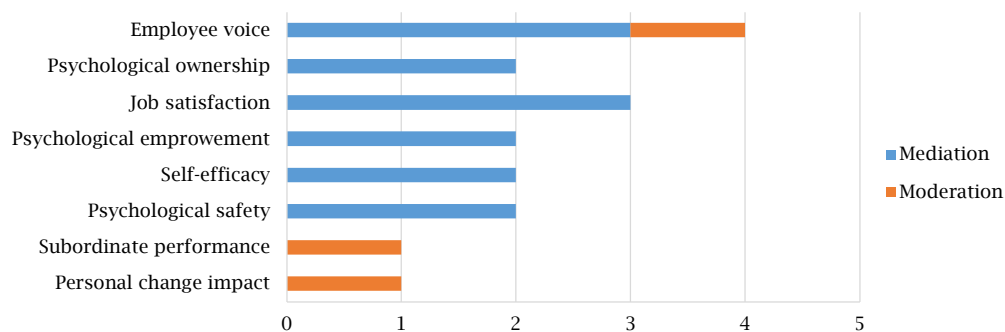
Note: An article may feature in more than one category.

At the same time, the moderation models identified in the reviewed body of research reveal the extent to which contextual and individual factors may affect the intensity and the direction of relationships among the principal constructs. For instance, Kim and Ishikawa (2021) and Detert and Burris (2007) both investigated the ways in which variables such as team voice mechanisms and subordinate performance moderate the impact of transformational leadership on employee voice behaviors, and, interestingly enough, unveiling significant cultural variations between Japan, Korea, and China. Svendsen and Joensson (2016) further illustrated that the impact of transformational leadership on change-related voice is contingent on the personal impact of change, in this way revealing mediation dynamics moderated by individual perceptions. Equally, Song et al. (2020) documented the way transformational leadership moderated the relationship between voice behaviors (either promotive and/or prohibitive) and self-efficacy, reinforcing or weakening effects depending on the specific contexts. Such findings reflect the fact that the effects of leadership styles are by no means uniform, but rather dependent on a variety of moderating factors including organizational culture, individual characteristics and contexts of change. By integrating these models of mediation and moderation, a sound understanding is achieved concerning the underlying conditions that amplify or attenuate the impacts of leadership on employee behaviors and outcomes, thereby, emphasizing the need for the development of personalized, contextually adapted approaches to organizational leadership practices.

3.4. The impact of leadership styles on organizational dynamics

The reviewed literature reflects a diversified palette of leadership styles which exert profound impacts on organizational dynamics and employee well-being. Ethical leadership is stated as a dominant

catalytic factor in fostering employee voice and enhancing psychological ownership. This tendency is observed in the works of both Avey et al. (2012) and Mahmood and Ejaz (2019). Relevant findings advocate that ethical leadership not only improves job satisfaction and psychological well-being, but also fosters an environment in which employees feel comfortable voicing their concerns and suggestions. Contrary to that, transformational leadership exhibits a somewhat comparable ability to promote employee voice, but through mediating mechanisms such as self-efficacy, work perceived as meaningful, and psychological empowerment (Kim & Ishikawa, 2021; Svendsen & Joensson, 2016; Ilyas et al., 2021). Chen et al. (2018) and Song et al. (2020) further assert that these leadership styles maintain a positive influence on promotive and prohibitive voice behaviors, ultimately mediating these relationships through intrinsic psychological factors, resulting in increased satisfaction and improved organizational performance levels. Similarly, Fernandez's (2008) and Detert and Burris's (2007) works demonstrated that task-oriented, relationship-oriented and development-oriented leadership styles all contribute to perceived performance and employee satisfaction, while simultaneously acknowledging the importance of managerial openness and psychological safety as key facilitators of these positive impacts.

Research also indicates that the effectiveness of leadership styles is modulated by various contextual and individual factors, like team voice mechanisms, individual performance, and specific cultural contexts. For instance, Kim and Ishikawa (2021) observed significant cultural variations in the impact that transformational leadership maintained on employee voice between different cultural contexts, thus revealing that social norms and resource conservation both influence leadership-voice dynamics. Svendsen and Joensson (2016) also demonstrated that the impact of transformational leadership on change-related voice is mediated by the personal impact of change, thereby, foregrounding the relevance of individual perceptions in mediating leadership effects. Along the same lines, relevant literature has illustrated that subordinate performance and psychological safety maintain pivotal moderating roles, either reinforcing or attenuating the observed effects of leadership behaviors on employee voice (Ilyas et al., 2021; Detert & Burris, 2007). Ultimately, the importance of developmental leadership behaviors in the public sector to encourage innovation and adaptability is also emphasized in the reviewed literature (Fernandez, 2008), whereas a number of works have demonstrated that prosperous and ethical work environments create optimal conditions for leadership styles to positively influence employee well-being and engagement (Yousaf et al., 2019; Avey et al., 2012).

3.5. The relation between employee voice and proactive behaviors

The reviewed literature illuminates the importance of employee voice in the development of proactive behaviors within diversified organizational contexts. The various mediating and moderating mechanisms which formulate the examined relationship are evidently emphasized and discussed in a segment of the sample of works. Associated findings suggest

that ethical leadership serves a foundational purpose in facilitating employee voice, which in turn enhances psychological well-being and job satisfaction levels (Avey et al., 2012; Mahmood & Ejaz, 2019; Xanthopoulou et al., 2023). Meanwhile, employee voice is also documented as a prime mediator of the observed relationship between transformational leadership and psychological well-being (Yousaf et al., 2019). Alternatively, a number of works have demonstrated that perceived meaningful work and self-efficacy both mediate the relationship between transformational leadership and promotive and prohibitive voice behaviors, respectively, thereby, encouraging proactive initiatives within teams (Chen et al., 2018; Song et al., 2020; Chen et al., 2018). Beyond these insights, Svendsen and Joensson (2016) and Ilyas et al. (2021) identify that factors such as the affective commitment to change and psychological empowerment may very well moderate the impact of transformational leadership on employee voice, an observation which underscores the significance of both individual perceptions and the organizational context in facilitating proactive behaviors. This analysis is complemented by the findings of reviewed scientific works which demonstrate that task-, relationship-, and development-oriented leadership styles foster a culture of psychological safety, which poses as an essential factor in enabling employees to gain subjective confidence in expressing their views and voicing their concerns, thus contributing to enhanced organizational performance (Detert & Burris, 2007; Fernandez, 2008).

The research also reveals substantial contextual and cultural variations which influence the effectiveness of employee voice mechanisms and proactive behaviors. Indeed, researchers observed that within different cultural contexts team voice mechanisms and leader group prototypicality strengthen the impact of transformational leadership on employee voice in specific countries, while in others these effects are less pronounced, suggesting a need to customize leadership practices according to cultural specificities (Kim & Ishikawa, 2021). Likewise, some work stress that self-efficacy and psychological empowerment are indispensable levers for transforming a voice into proactive behaviors, implying that leadership development programs must incorporate strategies to strengthen these individual capabilities (Song et al., 2020; Ilyas et al., 2021). Finally, the practical implications of these studies suggest that organizations need to invest in ethical and transformational leadership training, promote safe working environments and value employee voice as a vector for innovation and continuous improvement.

3.6. Employee well-being and satisfaction

The examined body of work demonstrates the evident impact of ethical and transformational leadership styles on both employees' psychological well-being and job satisfaction. Researchers document the positive influence of ethical leadership on employee voice and psychological ownership, which in turn mediates job satisfaction and psychological well-being (Avey et al., 2012). Mahmood and Ejaz (2019) corroborate these observations by illustrating the extent to which ethical leadership enhances job

satisfaction and employee voice, which in turn increases employee well-being levels. Meanwhile, this analysis is extended by the findings of Yousaf et al. (2019), who incorporate the concept of workplace prosperity in the studied constructs, and ultimately revealed that workplace prosperity and employee voice both operate in fundamental mediating roles in the relationship between ethical leadership and psychological well-being, a fact that arguably reinforces the importance of both individual and contextual factors. Further, the findings of the present review have also illustrated that perceived meaningful work and self-efficacy mediate the relationship between transformational leadership and promotive and prohibitive voice behaviors, respectively, thereby, also contributing to higher job satisfaction and well-being levels (Chen et al., 2018; Song et al., 2020; Chen et al., 2018). Research suggests that both ethical and transformational leaders aid in the creation of work environments where employees feel valued, empowered and secure, which translates into increased job satisfaction and overall well-being levels.

Beyond this, the literature also highlights the influence of moderating and contextual variables on the relationship between leadership and employee well-being. In particular, researchers have asserted that psychological empowerment and job satisfaction mediate the relationship between transformational leadership and employee voice (Ilyas et al., 2021), thereby, confirming the role of psychological resources in this process. Svendsen and Joensson (2016) reveal that affective commitment to change and the personal impact of change could very well moderate the effect of transformational leadership on change-related voice, a fact indicating that leadership effectiveness depends on individual perceptions regarding organizational change. Fernandez (2008) affirms that relationship-oriented and developmental leadership behaviors exert a positive influence on job satisfaction, while at the same time fostering a culture of innovation and adaptability within public organizations. Kim and Ishikawa (2021) introduced a cultural dimension to the examined perspective which suggested that the effectiveness of voice mechanisms and transformational leadership varies according to cultural contexts. The relevance of psychological safety as a mediator between leadership behaviors and employee voice is also highlighted by the literature (Detert & Burris, 2007), while Song et al. (2020) based on their findings propose the notion that transformational leadership moderates the relationship between prohibitive voice behaviors and self-efficacy, implying leadership styles should be adapted to maximize positive effects on employee satisfaction and well-being.

3.7. Mediator and moderator variables

Reviewed research documents a significant diversity of mediating variables which articulate the relationships between leadership styles and organizational outcomes. Both employee voice and psychological ownership are identified as pivotal factors mediating the relationship between ethical leadership and psychological well-being, indirectly supporting

the significance of establishing an environment conducive to the expression of concerns and personal engagement (Avey et al., 2012). These observations are validated by demonstrating that job satisfaction and employee voice mediate the impact of ethical leadership on employee well-being (Mahmood & Ejaz, 2019). Yet researchers contribute to this notion by alternating the perspective by adding that prosperity at work plays a key mediating role between ethical leadership and psychological well-being and thus individual and contextual factors are, thereby, integrated into the analysis (Yousaf et al., 2019). In a similar manner, relevant findings have been reported which reveal that work perceived as meaningful mediates the relationship between transformational leadership and promotive voice behaviors (Chen et al., 2018), while Song et al. (2020), based on their findings, observed that self-efficacy mediates the relationship between voice behaviors (promotive and prohibitive) and job satisfaction. The analysis is further extended by the integration of job satisfaction and psychological empowerment as mediators, while at the same time emphasizing the moderating role of psychological capital, ultimately contributing to the formulation of beneficial insights (Ilyas et al., 2021). Svendsen and Joensson (2016) did identify the emotional commitment to change function as a mediator in the relationship between the variables of transformational leadership and change-related voice, moderated by the variable of personal impact of change. Finally, Detert and Burris (2007) highlighted psychological safety as a key mediator of the relation between leadership behaviors and employee voice, strengthening the understanding of underlying cognitive mechanisms.

At the same time, moderator variables play a decisive role in conditioning the strength and direction of relationships between leadership and organizational outcomes. Research findings have demonstrated that cultural context moderates the effectiveness of voice mechanisms and transformational leadership (Kim & Ishikawa, 2021). According to the findings of Song et al. (2020), the construct of transformational leadership modulated the relationship between prohibitive voice behaviors and self-efficacy, attenuating this effect in the presence of high levels of transformational leadership.

Researchers have further revealed that the impact of transformational leadership on change-related voice is conditioned by the personal impact of change, therefore, underscoring the importance of individual perceptions in organizational dynamics (Svendsen & Joensson, 2016). Relevant research findings contribute to establishing subordinate performance as a moderator of the relationship between leadership behaviors and employee voice, suggesting that high-performing employees are more receptive to leadership initiatives aimed at encouraging voice (Detert & Burris, 2007). Psychological capital has also been identified as a moderator of the relationship between transformational leadership and employee voice, further bolstering the significance of individual psychological resources in the effectiveness of leadership styles (Ilyas et al., 2021).

3.8. Social exchange and resource conservation theories on employee voice behavior and job satisfaction

From a social exchange perspective, interpersonal relationships in the workplace are governed by principles of reciprocity — employees are more likely to speak up and exhibit proactive behavior in the decision-making process when they perceive support and recognition from the management (Avey et al., 2012). When superiors adopt ethical leadership, employees feel valued and supported, which feeds their sense of fairness and encourages them to make their voices heard to improve the organization (Mahmood & Ejaz, 2019).

In parallel, resource conservation theory postulates that each individual seeks to acquire, preserve and protect his or her resources, be they time, psychological energy or skills (Hobfoll, 2001). Provided that the managerial climate offers employees sufficient support and security, the latter are less likely to feel threatened when proposing ideas or expressing concerns (Avey et al., 2012). As a result, this greater propensity of employees to express themselves — often perceived as an additional investment of resources — is offset by improvements in their job satisfaction and psychological well-being.

Therefore, the combination of these two theoretical frameworks underlines that employees' proactive expression derives as much from the quality of social exchanges (based on trust and reciprocity) as from the possibility of preserving their personal resources in a favorable work environment (Mahmood & Ejaz, 2019). Moreover, by integrating these perspectives, research shows that job satisfaction increases when the organizational context reinforces a sense of fairness, access to resources and the valuing of voice behavior (Avey et al., 2012). This integrative approach then sheds light on the mechanisms by which leadership involvement, reciprocity dynamics and resource preservation combine to simultaneously foster employees' open expression and improved satisfaction.

4. DISCUSSION

The findings of the present scoping review highlight the significant impact of various leadership styles on employee voice behavior and job satisfaction. These findings align with previous work highlighting the importance of effective leadership in fostering a work environment conducive to the expression of ideas and employee engagement (Smith & Lewis, 2011). Transformational leadership in particular has demonstrated an enhanced ability to inspire and motivate employees, which leads to a notable improvement in job satisfaction and an increase in proactive initiatives of employees within the organization (Haslam et al., 2015).

Ethical leadership has incidentally emerged as an essential facilitator of organizational culture based on trust and transparency, which both encourage employees to freely express their concerns and suggestions without fear of reprisal (Brown & Treviño, 2006). The association between ethical leadership and employee voice behavior is corroborated by recent studies showing that ethical management practices reinforce a sense of organizational justice and, consequently, employees' willingness to engage actively (Mayer et al., 2009).

Identified mediating dynamics within the context of the present review have reinforced the notion that psychological empowerment and job satisfaction variables perform a vital intermediary function in the relationship between leadership styles and organizational outcomes. The aforementioned observation accords with self-determination theories, which suggest that autonomy and psychological support are fundamental to employees' intrinsic motivation (Deci & Ryan, 2000).

Furthermore, the cultural context and subordinates' performance, when examined as moderating factors both reveal that the effectiveness of leadership styles is significantly influenced by contextual and individual variables, an observation further substantiated by evidence demonstrating the need for adaptation to cultural specificities which characterizes leadership practices as a necessity in order to maximize their impact (Hofstede, 2001).

5. CONCLUSION

The present review has evidently demonstrated that leadership styles do maintain a pivotal function in promoting employee voice behavior and job satisfaction, acting through a variety of both mediating and moderating mechanisms. The integration of theories such as resource conservation theory and social exchange theory has enabled a better understanding of the complex dynamics between organizational resources, employee well-being and proactive engagement. Results emphasize the need to contextualize cultural and organizational leadership approaches that will maximize the influence of such leadership on the behaviors and satisfaction of employees. This review has underlined the need to improve contextualized and interdisciplinary approaches that enhance current knowledge of the influences of leadership within organizational contexts; thus, new frontiers open up for future research that can enrich and diversify existing theoretical models.

The present scoping review presents a number of limitations which should be acknowledged. Most notably, the research process conducted based on the adopted search strategy of the present work resulted in the utilization of four electronic databases. This strategy may have excluded relevant studies published elsewhere. Furthermore, by solely including English-language articles, the present review may have failed to identify relevant research published in other languages, thereby, reducing the geographical and cultural scope of the findings. The methodological diversity constituted by the reviewed literature, though enriching, also contributes to the formation of heterogeneity, which complicates the synthesis of the results and the generalization of conclusions.

To overcome these limitations, future research should consider a wider inclusion of databases and languages to capture a more representative diversity of studies on leadership, employee voice behavior and job satisfaction. Establishing specific inclusion criteria which will consider and evaluate the methodological quality of the included studies is recommended in order to ensure the possibility of generalization of the findings. Moreover,

the inclusion of longitudinal studies could have allowed for the establishment of a casual relationship and an improved understanding of the temporal dynamics between variables. Testing new theoretical frameworks and embedding other contextual variables, such as organizational culture and emerging technologies, would further add to the current state of understanding of the underlying mechanisms.

Last but not least, broadening the scope of future research to examine the influence of digital transformation's catalytic reform of the working environment, with other than conventional working regimes, such as remote work, and the possible effect or influence that these reforms exert on leadership effectiveness and employee voice behavior.

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APPENDIX. CHARACTERISTICS OF THE REVIEWED LITERATURE

Author(s)	Theoretical framework/background	Sample	Research procedure	Statistical analyses	Constructs' relations/ inter-relations	Implications
Avey et al. (2012)	• Social norms, exchange, justice; • Ethical leadership impacts voice and ownership.	845 US alumni business leaders, 64% response	Two time-lagged surveys for variables	CFA, SEM using Mplus software	Ethical leadership → voice, ownership; Voice, ownership → satisfaction, well-being	Train ethical leaders, encourage voice, foster ownership, enhance well-being, and build an ethical culture.
Mahmood and Ejaz (2019)	• Ethical leadership, resource conservation theory; • Social learning theory explains leadership impact.	254 Pakistani university faculty, 65% response	Structured questionnaires to 400; 254 valid responses	CFA, SEM, bootstrapping (using AMOS software)	Ethical leadership → job satisfaction, voice; Voice → well-being; Mediation by satisfaction	Develop ethical leadership, promote a voice for innovation, and enhance job satisfaction to boost well-being and retention.
Kim and Ishikawa (2021)	• Resource conservation theory; • Employee voice mechanisms influence transformational leadership across cultures.	1,200 portfolio workers (Japan, Korea, China)	Structured questionnaires were distributed to 1,200; all responded	CFA, regression, Sobel test, bootstrapping	Team voice → voice behavior; Voice mechanisms → transformational leadership → group prototypicality → voice	Implement team and representative voice mechanisms, adapt to cultural contexts, and integrate voice in human resource practices.
Svendsen and Joensson (2016)	• Resource conservation theory; • Transformational leadership's effect on change-related voice.	124 Norwegian employees, 48% response	Longitudinal survey; three waves	CFA, SEM, PROCESS macro (SPSS software tool), Mplus	Transformational leadership → ACC → CRV; PCI moderates ACC → CRV	Foster transformational leadership, support affected employees, and integrate leadership with change management strategies.
Yousaf et al. (2019)	• Resource conservation and social exchange theories; • Thriving and ethical leadership affect voice and well-being.	297 Pakistani telecom employees	Distributed 400 questionnaires; 297 valid responses	CFA (AMOS), fixed effects, regression, PROCESS macro (SPSS)	Ethical leadership + thriving → voice → well-being	Foster ethical leadership and thriving to boost voice and well-being, support the constructive environment through policies.
Chen et al. (2018)	• Resource conservation and social exchange theories; • Transformational leadership influences promotive/prohibitive voice via meaningful work.	172 Taiwanese IT employees and supervisors	Distributed 277; 172 valid responses	CFA, regression, PROCESS macro (SPSS), Mplus	Transformational leadership → meaningful work → promotive voice; Transformational leadership → meaningful work → prohibitive voice (not supported)	Develop transformational leadership to enhance meaningful work and promotive voice, and create safe policies for prohibitive voice.
Song et al. (2020)	• Regulatory focus, social exchange, resource conservation theory; • Voice affects self-efficacy and satisfaction.	172 Chinese bank employees and supervisors	Distributed paper questionnaires; 172 valid responses	CFA (Mplus), hierarchical regression, PROCESS (SPSS), HLM	Promotive/Prohibitive voice → self-efficacy → satisfaction; Transformational leadership moderates prohibitive voice	Promote voice behaviors, develop transformational leadership, boost self-efficacy, create safe environments for voice, and incorporate voice in performance.
Fernandez (2008)	• Ohio State Leadership Studies, University of Michigan theories of leadership; • Task, relations, development-oriented leadership.	500 Chinese bank employees, 88 leaders	More than 100,000 observations from Federal Human Capital Survey (FHCS) 2002	Ordered probit regression, CFA, HLM	Relations/development-oriented leadership → performance, satisfaction; Task-oriented → performance	Cultivate relations and development-oriented leadership, integrate leadership assessments in performance, and encourage innovation.
Ilyas et al. (2021)	• Social exchange, transformational leadership; • South Asian cultural context.	211 Pakistani service sector employees	Three-wave surveys; 211 valid responses	CFA, SEM (AMOS, SPSS), PROCESS macro	Transformational leadership → job satisfaction, empowerment → voice; Psychological capital moderates transformational leadership → voice	Train transformational leadership in high power distance cultures, enhance job satisfaction and empowerment, and foster open communication and voice.
Detert and Burris (2007)	• Social exchange, transformational leadership; • Psychological safety mediates.	Study 1: 3,153 employees; Study 2: 211 managers	Two-phase surveys; longitudinal with performance ratings	CFA (AMOS), multilevel analysis, mediation, moderation	Management openness → voice; Transformational leadership → voice (Study 1); Psychological safety mediates	Train leaders in openness to enhance psychological safety, support open communication policies, and consider performance in promoting voice.

Note: IT — information technology, ACC — affective commitment to change, PCI — personal change impact, CRV — change-related voice.