



## Examining Empowering Leadership's Impact on Trust and Employee Voice Behavior: A PLS SEM Model Analysis

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### ABSTRACT

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The purpose of the study is to determine the influence of supportive leadership, voice behavior of supervisor on voice behavior of employees on in Pharmaceutical industry of Pakistan. Moreover, second objective of this study is to determine the role of trust in supervisor as a mediator between supportive leadership, voice behavior of supervisor and voice behavior of employee. The data was collected through survey questionnaire by spreading among employees working at pharmaceutical companies in Karachi, Pakistan. Total 180 sample data was analyzed and that delivered statistical results of developed hypotheses by observing previous studies. SPSS and PLS-SEM, statistical technique will use to test the hypotheses. The result found that supportive leadership and perceived voice behavior has positive affect on employee voice behavior. Further, supportive leadership has positive impact on employee voice behavior. In addition, trust in supervision positively mediates the relationship between perceived voice behavior of supervisor, supportive leadership and employee voice behavior.

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## 1. Introduction

Positive voice behavior plays a significant role that lead to maintain positive work environment, improve the organization status quo and develop new ideas related to work that leads to growth of the organization (Zhou, Liao, Liu, & Liao, 2017). The voice behavior of employees positively influence by support and voice behavior of supervisor at work (Yao, Zhang, Liu, Zhang, & Luo, 2020). Trust, behavior of voice of employees and supervisor and support of supervisor considered as important at organization (Thessin, 2019). To achieve success, employees need to work energetically and constantly, exchange information to increase the skills of employees, and positive behavior of employees, Siyal et al. (2023) and fulfilling needs and wants of employees to increase positive behavior at work (Weiss, Kolbe, Grote, Spahn, & Grande, 2018). Leader's antecedents support and characteristics, gives strength to the employees, increases the trust and influence positive behavior of voice of employees (Nguyen, Haar, & Smollan, 2020). Therefore, this study aims to determine the impact of support and voice behavior of supervisor on behavior of voice of employees in pharmaceutical sector in Pakistan. The pharmaceutical industry in Pakistan has a relatively long and evolving history. It has expanded as the most significant sector with in the economy of country. The overview history of the industry of pharmaceuticals in Pakistan is that as the industry of pharmaceutical after independence was limited and there were few pharmaceutical companies in Pakistan which only produces basics medicine. However in the early years, the Pharm industry focused on manufacturing essential medicine only to fulfil the healthcare needs. From 1960 to 1070, the government of Pakistan took steps to promote the pharmaceutical industry growth. 1967 drug act introduced regulatory measures to ensure the efficacy, safety and quality of the pharmaceutical products.

The pharmaceutical manufacturers association (PPMA) established in 1967 that played a vital role in representing the pharmaceuticals companies. The 1980 and 1990 witnessed the significant growth of the pharmaceutical companies. However several multinational; companies established the plants of manufacturing that contributed the expansion of industry significant. The product of industry range diversifies, branded pharmaceuticals, encompassing generic medicines, over the counter products and branded pharmaceuticals. Pharmaceuticals products export began to increases during this period. In the early 2000, Pakistan faced various challenges that were associated with the international trade agreements and intellectual property rights (IPR) which significantly affected the pharmaceutical industry. The Intellectual Property Rights (TRIPS) Trade-Related Aspects agreement of the World Trade Organization (WTO) had implications for manufacturing of generic drug and patent protection. Recently from 2010 to 2020, the pharmaceutical industry has been growing continuously. There are now many local and multinational companies have been operating in Pakistan.

Some local pharmaceuticals companies of Pakistan have expanded their presence in international markets. They also exporting generic medicines to various countries. The industry plays the significant role to fulfil the healthcare needs. Industry significantly contributed to provide the medicines especially during public health crises namely COVID-19 pandemic by producing important vaccines and medicines. The Drug Regulatory Authority of Pakistan (DRAP) became the primary regulatory body overseeing the industry of pharmaceuticals that responsible for drug quality control, registration and pricing. Recently, it also faces challenges related to price controls, regulatory compliance and the need for greater investment in (R&D) research and development. However, it also benefits from a large domestic market, a growing population, and opportunities in the export market. The pharmaceutical industry in Pakistan continues to evolve and adapt to changes in the global healthcare landscape. It plays a crucial role in providing essential medicines to the population and contributing to the country's economic development. The sector's history reflects its growth and resilience in meeting the healthcare needs of Pakistan and beyond. Moreover, top management, leaders or supervisor become trustworthy for the employees if the language used by supervisor are gentle and kind that also maintain the environment of organization positively with better outcomes such as positive voice behavior of employees (Thessin, 2019). Director's voice conduct gives huge expressive gesture identifying by employees. Directors' fitness and capacity that builds representative trust in the manager. Since bosses who effectively talk up to give new proposals and thoughts regarding business related issues can be considered as able and dependable pioneer, their voice behavior is a significant intimation for getting representative to manufacture their trust in directors (Weiss et al., 2018).

A successful organization requires its employees to work tirelessly and energetically in order to accomplish its goals. It needs motivated employees who work constantly and energetically, a constant exchange of information, positive behavior on the part of employees, and fulfilled needs and wants of the employees to increase their job satisfaction (Weiss et al., 2018). Leader's antecedents support and characteristics, gives strength to the employees, increases the trust and influence positive behavior of voice of employees (Nguyen et al., 2020). In order to understand how empowering leadership influences voice behavior and trust of employees, a comprehensive analysis of the specific mechanisms and pathways is needed. Previous studies may not have adequately identified the moderating and mediating variables, which can give a more nuanced understanding of this relationship. Leadership empowerment may have different effects depending on the organization's context, industry, or cultural context. The relationship between empowering leadership, trust, and employee voice behavior may not have been adequately considered in research. However, this study significantly contributed to revealed the leadership practices. Subsequently, existing literature inspired by the above studies and aims to determine the impact of factors that positively on the employee voice behavior. First, the objective is to determine the impact of supportive leadership, voice behavior of supervisor, and trust on voice behavior of employees working in pharmaceutical industry of Pakistan. Second, the objective is to examine the role of trust as a mediator between supportive leadership, voice behavior of supervisor, and voice behavior of employees working in pharmaceutical industry of Pakistan.

## **2. Theoretical Background**

This study explored the aspects of factors effect on employees voice behavior by using social learning theory (Albert Bandura, 1986), social information processing theory Salancik

and Pfeffer (1978), social exchange theory Blau (1964), and job control support model (Karasek Jr, 1979). Social learning theory proposed by (Albert Bandura, 1986) stated that by observing and monitoring the behaviors of other person individuals learn more and determine the positive or negative consequence of the behavior that affect individual both positively or negatively. Further, workers learn practices by encountering and watching their supervisor and copy this behavior. The social data preparing hypothesis proposes that people use data from the prompt work setting as meaningful gestures to interpret occasions, and create assumptions regarding proper mentalities and practices Son (2019) Social information processing theory proposed by Salancik and Pfeffer (1978) stated that individual job characteristics perception and needs are not fixed and that significantly (positively or negatively) affected employees behavior and it is depend on the environment of an organization that make changes in employees behavior. Previous studies applied that theory on the relationship between voice of supervisor and employees that are mediating by trust (Son, 2019; Thessin, 2019; Tourigny, Han, Baba, & Pan, 2019; Weiss et al., 2018; Yao et al., 2020). Social exchange theory proposed by Blau (1964), stated that a valuable resources exchange in which benefits are expected between two parties. This theory reduces the expected cost and maximizes the benefits that will effect to the actions of individual (Rasheed, Shahzad, & Nadeem, 2021). However, the present study justify that behavior of supervisor enhance the trust and employees behavior of voice that indicated beneficial for the organization and employee performance, productivity success, and career growth (Polatcan, 2020).

## **2.1. Hypotheses Development**

### **2.2.1. Supportive Leadership and Trust in Supervisor**

It is defined as the extent to which supervisor or leader give value to contribution of employees and takes care of their employees at workplace (Talukder, Vickers, & Khan, 2018). It make a situation that lifts regard, trust, participation and passionate, facilitate (Tourigny et al., 2019). It intent to the degree in which leaders support for their subordinates, throughout energetic participation in resolve complex situations, like unlock, sincere and reasonable in their communications (Weiss et al., 2018). Pioneers support has been decidedly identified with more significant levels of prosperity, maintenance, execution for subordinates and through lesser levels of mental results, for example, tension, despondency, stress and terrible pressure issue (Thessin, 2019).

Ji and Jan (2020) argued that organization require their staff to interrelate environmental changes and challenges with no fear of sharing their information and relevant knowledge able to broadcast their own and team ideas that effect positive on trust (Qi & Liu, 2017). Support and encourage workers to convey their thoughts passionately and takes suggestions on work related critical issues in organizations effect the trust in supervisor (Son, 2019). Encouragement is an essential tool which can play role in efforts to look productivity, improvements, quality at place of work, employees trust towards supervision and employees behavior (Lee, Choi, & Kang, 2021). Therefore, it straightly connects to organization continued existence and expansion (Nguyen et al., 2020). Leaders generate opportunities and become trustworthy for employees in support of voice behavior by giving their staff formal and informal voice mechanism on the other hand also outlines the cognitive factors that drive the judgment to speak employees mind (Lee et al., 2021). Hence, the hypothesis is developed by following the above empirical discussion.

H1: Supportive Leadership has positive impact on trust in supervisor

### **2.2.2. Supervisor Voice Behavior and Trust in Supervisor**

It is defined as the behavior of supervisor that proactively makes the changes that are constructive and challenges the status quo (Son, 2019). The behavior of supervisor founded as solitary most significant pointers of a representative's proactive exertion at work. Consequently, it has gotten incredible consideration from specialists (Yao et al., 2020). It is extraordinary incentive to the work environment (Tourigny et al., 2019). The essential of this recommends better approaches for doing undertakings and propose new plans to improve the employee behavior at work (Li & Sun, 2015). Proactive character alludes to the individual qualities with which representatives use exertion, constancy and attempt to shape a domain (Ji & Jan, 2020).

The consequences indicated that mutually helpful leadership and proactive personality have an optimistic and considerable that increase trust (Son, 2019). Additionally, the outcome shows that psychosomatic safety totally mediated the associations between trust in supervision, proactive personality and employee voice behavior. Yao et al. (2020) argued that voice behavior of employees and career success increases by the positive voice behavior of supervisor (proactive character). The reason behind that is subordinate proactive character and emotional assessments with their leaders or supervisor in order to get trust leads to success in career growth.

Zhou et al. (2017) found that leader behavior or impression that includes prosocial and self-serving increase the trust and makes employees to speak up in Hi-Tech companies in China. The results demonstrated that crisis prevention, learning of group, capability of innovation positively influence trust in supervisor that are beneficial for the companies and reduces the threats and risk. Weiss et al. (2018) examined the relation between language or voice of leader that promotes behavior of voice of employees in teams of multi professionals. The study found that behavior of supervisor makes supervisor trustworthy and encourages employees to play behavior that are extra role and gives benefits to the growth of organization as well. Hence, the hypothesis is developed by following the above empirical discussion.

H2: Supervisor voice behavior has positive impact on trust in supervisor

### **2.2.3. Supportive Leadership and Employee Voice Behavior**

Lee et al. (2021) examined feedback of supervisor on behavior of employees working at service, distribution and manufacturing industry of Korea. The study found positive affect of leaders support by positive feedback for employee's work that encourage employee and innovate the behavior of employees and autonomy. Li and Sun (2015) examined cross level evaluation of Chinese's leadership and voice behavior of employees in multiple Chinese's organization. The study found leadership support has positive affect on behavior of employees. In contrast, power distance and authoritarian have negative association with behavior of employees.

Tsang-Lang Liang, Hsueh-Feng Chang, Ming-Hsiang Ko, and Chih-Wei Lin (2017) Liang, Chang, Ko, and Lin (2017) explored the association among leadership transformational and behavior of voice of employees in the present of identification and engagement of work as a mediator, employees working at hospitality industry at Taiwan. The study found positive effect of leadership characteristics (support, vision, personality) on behavior of employee, demonstrated that dedicated of employee and behavior of prosocial positively related to implementation of transformational leadership. Janssen and Gao (2015) examined responsiveness of supervisory and self-perceived status of employees and behavior of employees in manufacturing industry of China. The study found positive effect of support of supervisor that significantly increase the employees confidence to speak up with weakness and problems and developed self-efficacy. Hence, the hypothesis is developed by following the above empirical discussion.

H3: Supportive Leadership has positive impact on employee voice behavior

### **2.2.4. Supervisor Voice Behavior and Employee Voice Behavior**

Son (2019) examined the supervisors' role on employee's voice behavior in organizational structure by information processing and social learning theory. The used variables are gender, trust, voice behavior of employee and perceived voice behavior of supervisors. Finding showed that encourages workers to communicate their thoughts, given more clear knowledge of the factors, which facilitate voice behavior of employee. Weiss et al. (2018) examined the relation between language or voice of leader that promotes behavior of voice of employees in teams of multi professionals. The study found that behavior of supervisor makes supervisor trustworthy and encourages employees to play behavior that are extra role and gives benefits to the growth of organization as well. Nguyen et al. (2020) investigated the examined the supervisor supportive behavior and intention of turnover by employees in hospitality industry of New Zealand. The study found that support from leaders or supervisor increase the trust of an employee toward supervisor and enhance the behavior of employee and reduces intention of turnover. Leaders generate opportunities in support of voice behavior by giving their staff formal and informal voice mechanism on the other hand

also outlines the factors of cognitive that drives the judgment to know employees mind (Lee et al., 2021). Thessin (2019) examined the supervisor productivity and behavior effect on employees in school of USA. the study found that productive supervisor positively affect employees learning, demonstrated that work leading of collaborative enhance the learning of an employee at Mid Atlantic school. Hence, the hypothesis is developed by following the above empirical discussion.

H4: Supervisor voice behavior has positive impact on employee voice behavior

### **2.2.5. Trust in Supervisor and Employee Voice Behavior**

It is refers as it the belief in the ability, truth or reliability (Lee et al., 2021). Trust is the degree to which individuals are happy to depend upon others and make themselves defenseless against them (Li & Sun, 2015). It is appreciated the effects of actions of supervisor. Although, it is based on the supervisor's belief which accomplish an important task that must be relevant to the trustee, irrespective (ability) to observe the other person (Kipkosgei, Son, & Kang, 2020). A detailed study revealed that workers view about supervisor practices and mentalities assume a significant job in building trust in management (Ji & Jan, 2020). Tourigny et al. (2019) selected insurance industry in China for evaluate the ethical leadership as independent variable, organization identification as mediator, organizational trust as moderator also voice behavior of employees as dependent variable. This examination explores factors influencing subordinates' trust to their administrator, and the results of such a confiding in relationship. Voice of employee and trust in leader; the moderating role of leader behavior empowering conducted by (Yao et al., 2020). Hence, the hypothesis is developed by following the above empirical discussion.

H5: Trust in supervisor has positive impact on employee voice behavior

### **2.2.6. Supportive Leadership, Trust in Supervisor and Employee Voice Behavior**

Ji and Jan (2020) investigated the effect of support on trust in supervisor and coworkers employees working at coffee shop at Korea. The study found positive affect of support on trust, demonstrated that support from supervisor increase the trust of employees towards their supervisor, which significantly increase the interest of employee towards work. Flavian, Guinalú, and Jordan (2019) investigated consequences and antecedents of trust on a team leader of virtual group. Lee et al. (2021) examined feedback of supervisor on behavior of employees working at service, distribution and manufacturing industry of Korea. Li and Sun (2015) examined cross level evaluation of Chinese's leadership and voice behavior of employees in multiple Chinese's organization. The study found leadership support has positive affect on behavior of employees. In contrast, power distance and authoritarian have negative association with behavior of employees. Hence, the hypothesis is developed by following the above empirical discussion.

H6: Trust in supervisor mediates the association between supportive leadership and employee voice behavior

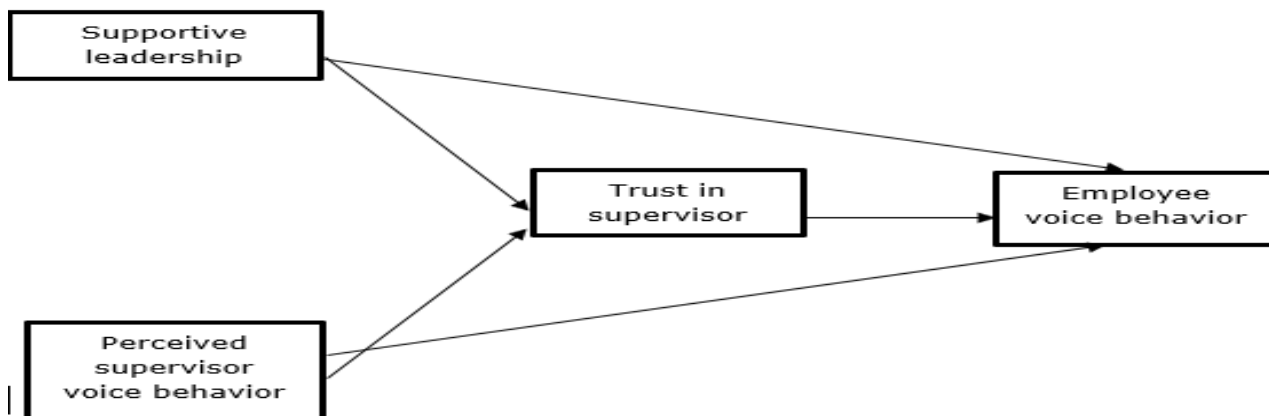
### **2.2.7. Supervisor Voice Behavior, Trust in Supervisor and Employee Voice Behavior**

It refers to response of behavioral and attitudes that are work related, involve tell about weaknesses and problems at work, which is related to the organization sustainability (Li & Sun, 2015). Bergeron and Thompson (2020) found supervisor behavior positively increases the trust that leads to positive behavior of employees at work. The employees always monitor their supervisor and leaders copy their behavior that leads to success and career growth. Son (2019) argued that suggestions and advices by supervisor positively influence behavior of employees. Gestures, dedication and professionalism identification and acceptance increase the trust of employees towards supervisor and positively improve the behavior of employees at organization. Rasheed et al. (2021) found transformational supervisor (namely, support, vision, inspirational behavior and communication, personal identification and intellectual; simulation) affect positively on employee behavior that increase the process and product innovations. Yao et al. (2020) examined association among leadership narcissistic and behavior of voice in the presence of trust, stress and traditional rules in China. Hence, the hypothesis is developed by following the above empirical discussion.

H7: Trust in supervisor mediates the association between supervision voice behavior and employee voice behavior

### 3. Conceptual Model

Figure 1: Conceptual Model



### 4. Methodology

Explanatory research held to investigate on new idea and deliver possible outcomes on previous attempted study for more clarification. Quantitative methods is used to quantify measurable data and numerical to formulate into statistical, objective measurement, and usable statistics, mathematical, or pre-existing data of statistical by manipulating using techniques of computational (Apuke, 2017). This research follows correlational research design is a use to check the association between variables. It is defined as the association among two or more variables (Samuel & Okey, 2015). It examines the cause and effect among variables to accomplish the best outcomes. It is an approach to examine influence among the given model. This study used convenience-sampling technique. The data has collected from employees working at pharmaceutical industry of Karachi-Pakistan. Mostly data is carried out from professional worker in Karachi. According to Kline (2023), the N: q (20 x 10 = 200) ratio should be 20 to 10, or 10 observations (participants) and 10 items for each estimated parameter in the model. The instruments have been constructed for data collection by questionnaire. Questionnaire has on a five-point Likert scale. The scale has a range, which start from (1) strongly disagree to (5) strongly agree.

Table 1: Items Representing the Variables

Section	variables	Items	Reliability	Source
A	Demographic Information	7		Self-Constructed
B	Supportive Leader	5	0.91	Rafferty and Griffin (2004)
	Employee Voice Behavior	5	0.86	Van Dyne and LePine (1998)
	Perceived Supervision Voice Behavior	5	0.79	Zhao, Jiang, Peng, and Hong (2020)
	Trust in Supervisor	5	0.74	Schoorman and Ballinger (2006)

#### 4.1. Statistical Techniques

The obtained data were analysis by the using the two software that includes SPSS and PLS-SEM). The initial analysis on the given data sample assessed by using SPSS software. However, PLS-SEM software used to analyze the data by both the structural and measurement models (Salem & Salem, 2021; Soomro, 2019). It is used to measure the relationship between constructed hypothesized model variables. This Statistical technique used software named as Smart PLS 3.2 software.

#### 4.2. Response Rate

The descriptive analysis is prepared to evaluate the response rate generated by the respondent. The total questionnaire distributed 250 and return of 190 and usable questionnaire 180 than 10 questionnaire excluded total response of 180 received The table demographic analyzed are as follows: complete male response number of 99 and female response number of 81 and respondents age of 25 year below response number of 71 and 25 to 30 age of response 87 and 31-year age of response. 22 education of response bachelor 74 and master response rate 69 fill this survey and other response of 37. This questionnaire fill

the response experience of less than 1 year 53 and 1-3 year 79 and 4 year above 48 response furthermore response fill this questionnaire response position in workplace of managerial 34 and non-managerial 146. The analyzed descriptive statistic through SPSS, minimum vale is 1 and maximum value is 5 mean is SL 3.09, TS mean is 3.07 and EVB mean is 3.11 while PSVB mean is 3.20 and std is SL 1.148 TS is 1.060 and EVB is .991 while PSVB is .974 descriptive statistic value.

### 4.3. Measurement Model

The PLS-SEM comprises two models that include measurement and structural model. Model reliability and validity analyzed by measurement model. Figure 4.1 shows the measurement model by Algorithm. This study used the PLS SEM that have very much significance because it lies in its suitability and flexibility for small sample sizes, capacity to model latent constructs, and its applicability in many field of research that makes it a valuable technique for the researcher that willing to identify the relationships between variables.

The measurement model of this study evaluated to ensure the construct validity model following the rule of given by Joseph F Hair, Ringle, and Sarstedt (2013) that stressed that outer loading of the individual items 0.5 or above as for as the AVE concerned it should above than 0.5. Fornell and Larcker (1981) composite reliability must be greater than 0.7 Cronbach alpha must to be acceptable on 0.7 (Joe F Hair, Ringle, & Sarstedt, 2011). Convergent validity table verifies at paired or more techniques for investigation at various component. Each thing weight must be greater than 0.5 (Joseph F Hair, Risher, Sarstedt, & Ringle, 2019).

**Table 2: Loading, Cronbach's Alpha, Composite Reliability and (AVE)**

Construct	Items	Loading	Cronbach's Alpha	CR	AVE
Employee Voice Behavior	EVB1	0.781	0.859	0.899	0.639
	EVB2	0.787			
	EVB3	0.788			
	EVB4	0.792			
	EVB5	0.848			
Perceived Supervisor Voice Behavior	PSVB1	0.815	0.852	0.894	0.628
	PSVB2	0.793			
	PSVB3	0.777			
	PSVB4	0.771			
	PSVB5	0.806			
Supportive Leadership	SL1	0.903	0.906	0.931	0.729
	SL2	0.870			
	SL3	0.880			
	SL4	0.833			
	SL5	0.777			
Trust in Supervisor	TS1	0.834	0.854	0.896	0.633
	TS2	0.754			
	TS3	0.822			
	TS4	0.779			
	TS5	0.785			

The discriminant validity is set up if side new doors segment is altogether better than the non-starting standard values in the concerning blueprint and portion the function-to-function modules is the square root of the AVE score for each single build. The discriminate repressing that not less half of estimation a wide range remained held by the frame

**Table 3: Fornell-Larcker Criterion**

	EVB	PSVB	SL	TS
EVB	0.800			
PSVB	0.623	0.793		
SL	0.684	0.730	0.854	
TS	0.674	0.701	0.641	0.795

Note: SL = Supportive leadership; TS = Trust in supervisor; EVB = Employee voice behavior; PSVB = Perceived supervisor voice behavior.

According to Fornell and Larcker (1981) to evacuate discriminant validity recommend the use of average variance extracted with 0.50 in the line with recommendation of Fornell and Larcker (1981) the square root of AVE should be above than the value of latent variable that show discriminant validity. The table of cross loading Therefore, discriminant validity using cross loading is achieved. all the loading are greater than 0.7 or around the there should value (haier.2016) the further method to favor the discriminant validity is accomplished by analysis the cross-loading table for the standard values of variable each particular variable should realize hugest value on the variable.

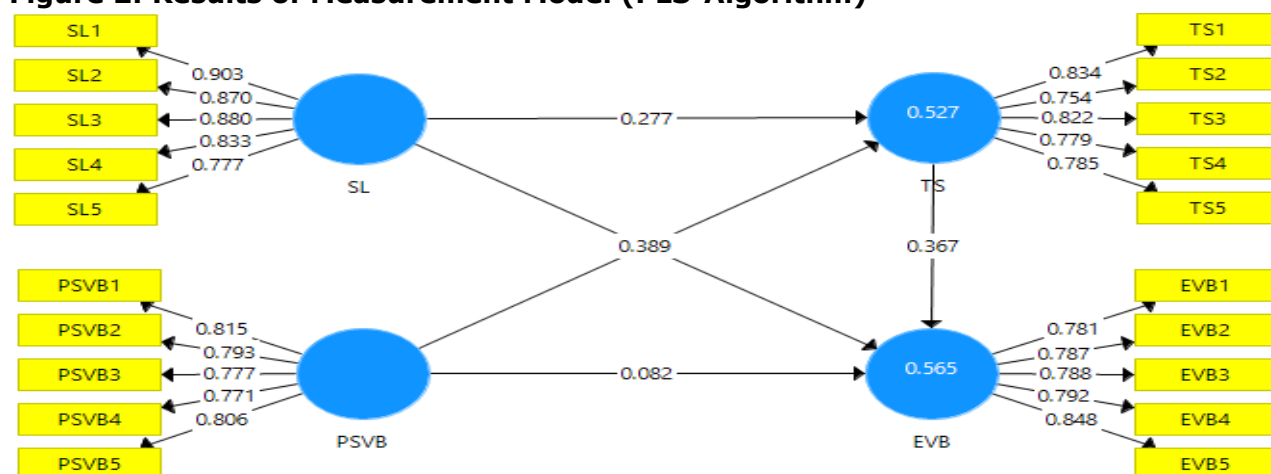
**Table 4: Hetrotrait Monotrait Ratio (HTMT)**

	EVB	PSVB	SL	TS
EVB				
PSVB	0.723			
SL	0.770	0.825		
TS	0.782	0.821	0.726	

Note: SL = Supportive leadership; TS = Trust in supervisor; EVB = Employee voice behavior; PSVB = Perceived supervisor voice behavior.

The above table showed that the value of all construct was below the threshold value of 0.8 as recommended by Henseler and Fassott (2010), hence the discriminant validity been achieved by HTMT.

**Figure 2: Results of Measurement Model (PLS-Algorithm)**



Note: SL = Supportive leadership; TS = Trust in supervisor; EVB = Employee voice behavior; PSVB = Perceived supervisor voice behavior.

**4.4. Structural model**

Joseph F Hair et al. (2019) stated that structural model test the developed hypotheses by determine the t-values of each structural path as coefficients. In this study one tailed t-values are considered as the study developed hypotheses with one direction.

**4.5.1. Assessment of Structural Model Significance**

The R<sup>2</sup> value is the proportionate variation representation that can be explained by one or more variables of predictor. Table 4.8 Result shows that EVB R square value was 0.565 and TS was 0.527, the values are between moderate to substantial.

**Table 5: R2 Value**

Construct	R Square	Result
Employee voice Behavior EVB	0.565	Moderate to Substantial
Trust in Supervisor TS	0.527	Moderate to substantial

**4.5.2. Direct Relationships with Trust in Supervisor**

In Table no 6 path analysis was done to identify the relationship between the variable boss strapping method conducted to test the significance level between the variable the value of t statistic 1.645 whereas the p value is greater than 0.05. The result in the above table shows that the relationship between the H1 SL->TS is T Statistic value is 5.568 and p value is 0.00 and H2 PSVB->TS are T statistic value is 3.299 and p value is less than 0.05.



**Table 6: Results of Hypotheses Testing, Direct relationship with TS and EVB**

Hypotheses	Relationship	Beta	SE	T-Value	P-Value	Decision
H1	PSVB -> TS	0.499	0.090	5.568	0.000	Supported
H2	SL -> TS	0.277	0.084	3.299	0.001	Supported
H3	SL -> EVB	0.389	0.102	3.816	0.000	Supported
H4	PSVB -> EVB	0.082	0.112	0.731	0.233	Not Supported
H5	TS -> EVB	0.367	0.111	3.301	0.001	Supported

Note: SL = Supportive leadership; TS = Trust in supervisor; EVB = Employee voice behavior; PSVB = Perceived supervisor voice behavior

**4.5.3. Direct Relationships with Employee Voice Behavior**

In this table no 6 path analysis was done to identify the relationship between the variable boss strapping method conducted to test the significance level between the variable the value of t statistic 1.645 whereas the p value is greater than 0.05. The results show that H3 SL->EVB T statistic value is 3.816 and p value is less than 0.000 that supported H3 where as H4 t-value is 0.731, which is not supported While, H5 hypothesis is supported as the t-statistics is 3.301 that is significant and positive.

**4.5.4. Indirect Relationships with Employee Voice Behavior**

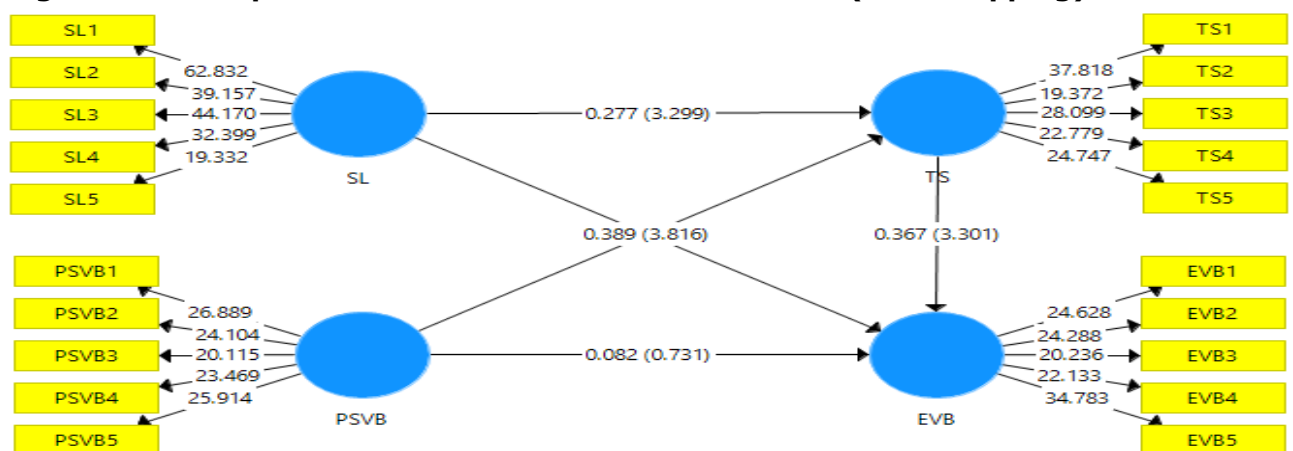
According to the result of the above table 4.10 the indirect analysis was conducted through bootstrapping of the PLS –SEM. The result in the table shows that the relationship between H6 SL->TS->EVB T statistic 1.961 and p value is less than 0.000 is supported, H7 PSVB->TS->EVB T statistic 3.306 and p value 0.001 less than 0.05 H7 is supported

**Table 7: Results of Hypotheses Testing, Indirect relationship with EVB**

Hypotheses	Relationship	Beta	SE	T-Value	P-Value	Decision
H6	SL -> TS -> EVB	0.102	0.052	1.961	0.025	Supported
H7	PSVB -> TS -> EVB	0.183	0.055	3.306	0.001	Supported

Note: SL = Supportive leadership; TS = Trust in supervisor; EVB = Employee voice behavior; PSVB = Perceived supervisor voice behavior.

**Figure 3: Direct path coefficient of the structural model (bootstrapping)**



Note: SL = Supportive leadership; TS = Trust in supervisor; EVB = Employee voice behavior; PSVB = Perceived supervisor voice behavior.

**5. Conclusion**

Employee voice behaviour is the vast and significant topic with complete all components but in this study we covered factors effecting employee voice behaviour. The variables or factors which we have discussed in this study are supportive leadership, perceived supervision voice behaviour as independent variables, trust in supervision as a mediator and Employee voice behaviour as a dependent variable. People always want to analyse the factors which are affecting employee voice behaviour and we have made huge efforts to make the best outcome. Organizations highly focused on supportive leadership, perceived supervision and trust in supervision for maintaining the potential employees. After reviewing all the past studies on the relevant variable (supportive leadership, perceived supervision voice behaviour, trust in supervision and employee voice behaviour) hypothesis made on well-known literatures. However, the data collected for the factors affecting the employee voice behaviour is extracted from Karachi. The data is collected from the people of Karachi and the questions

are adopted from base paper. The sample of 180 respondents run on PLS smart software through SEM test.

Furthermore, smart –PLS offer the way that portray the connection between the factors and the pointers. There comes cereal significant point give unjustifiable picture and backing to exhibit the outcomes. The outcomes are so reliable for the organizations and significant with all factors which affect employee voice behaviour. The result shows that there is a significant relationship of supportive leadership, perceived supervision voice behaviour, trust in supervision with Employee voice behaviour. The results supported H1 to H7 except H4. The results show that out of seven hypotheses. six hypotheses were supported, giving much empirical support to the research model. Managers in an organization is a chief person to address the responsibilities towards organization's mission and vision statement. The plan and tested strategies should be implemented by the managers to deal with the employees utilize their abilities properly. Moreover, Future research may investigate the network of interrelationships in developed markets are likely to impact employee voice behaviour differently. It would helpful to analyse the impact of Supportive leadership, perceive supervision voice behaviour on Employee voice behaviour. In future studies, it would helpful to examine whether trust plays an identical or different mediating role in emerging and developed markets.

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