THE INFLUENCING FACTORS OF EMPLOYEE VOICE BEHAVIOR IN BEIJING ZHIJIE COMMERCIAL TRADING COMPANY

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This Independent Study has been Approved as a Partial Fulfillment of the Requirements
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ABSTRACT

Voice behavior is a constructive behavior that employees take the initiative to provide suggestions or opinions to superiors, which is spontaneous, challenging and risky in nature. Previous research reveals that the influencing factors of employee voice behavior can be classified into the employee, supervisor and organization aspects. Given that, this study used a questionnaire survey to examine the effect of organizational culture (organization aspect), superior power distance (superior aspect) and employee job satisfaction (employee aspect) on voice behavior.

With 218 employees from Beijing Zhijie Commercial Trading Company as participants, a quantitative study was conducted to investigate the influencing factors of employee voice behavior in the company. Participants successively completed the organizational cultural identification scale, power distance scale, job satisfaction scale, and voice behavior scale. Regression analysis results showed that (1) organizational culture had a significant positive influence on employee voice behavior; (2) superior power distance had a significant negative influence on employee voice behavior; (3) employee job satisfaction had a significant positive influence on employee voice behavior.

This study has implications for motivating employees' work enthusiasm and improving the management and operation of Beijing Zhijie Commercial Trading Company. Firstly, the organization should develop an open and harmonious organizational culture and establish a communication incentive mechanism. Secondly, the organization should conduct leadership training and employee development programs to enhance employee job satisfaction. Finally, superiors should set good examples for employees by their own behaviors, which will effectively motivate employees to engage in voice behaviors.

Acknowledgement

I am honored to join Siam University and relive the wonderful days of being a student, embracing the spirit of hard work and perseverance. As my graduate studies are nearing completion, this learning experience has been incredibly fulfilling. The process of completing my independent study has been both challenging and enjoyable, leaving me with many reflections. I am grateful to the teachers, classmates, and family members who have provided help and companionship throughout this journey.

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Shi Jiucheng

Declaration

I, Shi Jiucheng, hereby certify that the work embodied in this independent study entitled "The Influencing Factors of Employee Voice Behavior in Beijing Zhijie Commercial Trading Company" is result of original research and has not been submitted for a higher degree to any other university or institution.

(Shi Jiucheng)

April 5, 2025

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Chapter 1 Introduction

1.1 Background of the Study

In modern society, the structure of most organizations has been effectively optimized and improved. As an example, the organizational structure of most organizations tends to be flat. In order to acquire internal and external competitive advantages in high-competitive modern society, superiors often put more weight on the initiative of employees in daily work. In this context, voice behavior is considered to be important for enhancing the company's competitiveness (Morrison, 2011). Voice behavior has been defined as non-required behavior that emphasizes expression of constructive challenge with an intent to improve rather than merely criticize (Morrison et al., 2011). However, considering that voice behavior may pose a threat, many employees are reluctant to generate voice behavior even they believe that there are some problems existing in the organization. In this case, it thus is important to clarify possible factors that may affect employee voice behavior.

When exploring the factors that may affect employee voice behavior, previous research reveals that such factors can be classified into the employee, supervisor and organization aspects (Ng & Feldman, 2012). Moreover, characteristics in one aspect often do not independently produce an influence on voice behavior, rather than interact with characteristics in another aspect to commonly affect voice behavior. On the supervisor aspect, supervisors' power distance has received much attention from researchers (Guo et al., 2022; Hsiung & Tsai, 2017). Power distance is defined as the extent to which the less powerful members of institutions and organizations within a country expect and accept that power is distributed unequally (Hofstede, 1980). On the organization aspect, organizational culture is considered to play a unique role in generating employee voice behavior. Organizational culture refers to the shared values, beliefs, norms, and practices that shape the behavior and attitudes of individuals within an organization (Hofstede et al., 2010). Organizational culture in nature is the collective mindset that influences how employees interact with each other, approach their work, and perceive the organization's goals and identity. On the employee aspect, employee job satisfaction has an influence on their voice behavior. Job satisfaction refers to the extent to which employees feel content, fulfilled, and positive about their work and the conditions of their employment (Judge & Kammeyer-Mueller, 2012). Compared to employees with low job satisfaction, those with high job satisfaction are more likely to generate voice behavior.

Beijing Zhijie Commercial Trading Company is a leading international commercial trading company headquartered in Beijing. Established in 2005, the company has grown to become a trusted partner in global trade, employing a dedicated team of approximately 300 professionals across its operations. Their mission is to bridge markets, connect businesses, and deliver value through innovative trading solutions. Beijing Zhijie Commercial Trading Company specializes in the import, export, and distribution of a diverse range of products, including: consumer goods, electronics, home appliances, and lifestyle products. With a strong focus on efficiency and strategic growth, Beijing Zhijie Commercial Trading Company has consistently achieved robust financial performance. In the past year 2024, the company recorded an annual revenue of 20 million RMB, marking a 15% year-on-year growth. The company's profitability is driven by optimized supply chains, diversified product portfolios, and a commitment to delivering high-quality services to our clients.

Given the above considerations, the present study will conduct a systematic investigation about the influencing factors of voice behavior in Beijing Zhijie Commercial Trading Company. More specifically, the present study will focus on the three aspect factors — organizational culture, superior power distance, and employee job satisfaction.

1.2 Problems of the Study

In modern society, employee voice behavior is a critical aspect of employee engagement and organizational effectiveness, fostering innovation, problem-solving. And to a large extent, it also represents a positive workplace culture. When employees feel empowered to speak up, it enhances their sense of ownership and commitment to the organization. Morrison (2011) pointed out that in a organization, voice behavior can encourages diverse perspectives, leading to creative solutions and process enhancements. Additionally, employee voice behavior is believed to facilitate the identification and resolution of issues, thus improving decision-making and adaptability (Argyris & Schön, 1978). Overall, employee voice behavior plays a pivotal role in the healthy development of an organization by fostering open communication, innovation, and a culture of continuous improvement.

In Zhijie Commercial Trading Company, there are multiple factors that may threaten employee voice behavior. For example, employees may fear negative consequences of voice behavior, such as losing their jobs, being sidelined, or facing

criticism, which is especially true in hierarchical or authoritarian cultures. In some trading companies where decisions are often top-down, employees may feel that their voices will not be taken seriously or acted upon. This lack of trust in management also decrease employee willingness of generating voice behavior. By conducting a systematic investigation in Beijing Zhijie Commercial Trading Company, the present study focused on the following problems.

(1) Does organizational culture influence employee voice behavior in the organization?

(2) Does superior power distance influence employee voice behavior in the organization?

(3) Does employee job satisfaction influence employee voice behavior in the organization?

1.3 Objectives of the Study

By conducting a questionnaire survey, from the organization, superior and employee aspects, the present study aimed to examine the influencing factors of employee voice behavior in Beijing Zhijie Commercial Trading Company.

(1) To examine the influence of organizational culture on employee voice behavior.

(2) To examine the influence of superiors power distance on employee voice behavior.

(3) To examine the influence of employee job satisfaction on employee voice behavior.

The study aimed to reveal why employees are reluctant to generate voice behavior in Beijing Zhijie Commercial Trading Company, which is important for the healthy development of the organization. Based on this, the organization can further take actions to motivate employee to generate voice behavior.

1.4 Scope of the Study

This study is a quantitative study, where a questionnaire survey was conducted to examine the influencing factors of employee voice behavior in Beijing Zhijie Commercial Trading Company. The influencing factors included aspects: organizational culture (organization aspect), superior power distance (superior aspect), and employee job satisfaction (employee aspect). Three linear regression equations were applied to examine the effect of the three factors on employee voice behavior. A total of 218 employees in Beijing Zhijie Commercial Trading Company participated in the questionnaire survey.

1.5 Significance of the Study

Employee voice behavior has emerged as a critical area of study in organizational behavior and human resource management. Examining employee voice behavior is significant for both theoretical and practical reasons, as it provides insights into employee engagement, organizational performance, leadership effectiveness, and workplace dynamics.

1.5.1 Theoretical Significance

Examining employee voice behavior helps superiors and superiors understand employee engagement and organizational citizenship behavior. Employee voice behavior is closely linked to the broader concept of organizational citizenship behavior (OCB), which refers to discretionary actions that go beyond formal job requirements and contribute to organizational effectiveness. Voice behavior is a proactive form of OCB, as employees who speak up often do so to address issues or suggest improvements that benefit the organization. Theoretical frameworks such as the social exchange theory (Blau, 1964) and the theory of planned behavior (Ajzen, 1991) help explain why employees engage in voice behavior. Social exchange theory posits that employees who perceive their organization as supportive and fair are more likely to reciprocate by engaging in positive behaviors like voice. The theory of planned behavior suggests that voice behavior is influenced by employees' attitudes, subjective norms, and perceived behavioral control. Examining influencing factors of voice behavior contributes to understanding how employees engage with their work and organization, shedding light on the psychological and social mechanisms that drive proactive behaviors. This, in turn, informs theories of employee engagement and OCB, providing a more nuanced understanding of how employees contribute to organizational success beyond their formal roles.

Examining employee voice behavior also helps enhancing organizational performance and innovation. Voice behavior is a key driver of organizational performance and innovation. Employees who speak up often identify inefficiencies, suggest improvements, and share creative ideas that can lead to better decision-making and problem-solving. From a theoretical perspective, voice behavior aligns with the resource-based view of the firm (Barney, 1991), which emphasizes the importance of leveraging internal resources—such as employee knowledge and creativity—to achieve competitive advantage. Previous research has shown that organizations with a culture that encourages voice behavior are more likely to innovate and adapt to changing environments (Morrison, 2011). Theoretical models, such as the voice climate framework (Morrison et al., 2011), also highlight the role of organizational culture and leadership in fostering an environment where employees feel safe and motivated to speak up. By examining the influencing factors of employee voice behavior, researchers can identify the factors that promote a culture of innovation and continuous improvement, contributing to theories of organizational learning and change.

1.5.2 Practical Significance

This study also carries practical implications. In high-competitive society, employees' initiative in their work is considered to play a key role in the healthy development of an organization. Thus, in daily work, almost all superiors expect their employees to tell them everything about their work, so that they can improve the organization's organizational structure and operations. However, resulting from various factors in multiple levels (e.g., individual, organization and society levels), employee may be reluctant to display spontaneous voice behaviors. By constructing a quantitative investigation, this study systematically explored what factors exerted an influence on employee voice behaviors in an organization. By doing so, this study provides constructive suggestions for how superiors can motivate their employees to generate more spontaneous voice behaviors, which further promotes the long-term healthy development of the organization.

1.6 Definition of Key Terms

1.6.1 Voice behavior

Voice behavior refers to the voluntary and proactive expression of ideas, suggestions, concerns, or opinions by employees in the workplace with the intention of improving organizational processes, practices, or outcomes (LePine & Van Dyne,

1998). It is a form of constructive communication where employees speak up to address issues, propose changes, or contribute to decision-making, even when not explicitly asked to do so.

1.6.2 Organizational culture

Organizational culture refers to the shared values, beliefs, norms, assumptions, and practices that shape the behavior, attitudes, and interactions of members within an organization. Organizational culture represents the collective "way things are done" in an organization and influences how employees perceive their work environment, make decisions, and interact with one another.

1.6.3 Superior power distance

Power distance refers to the degree to which individuals, groups, or societies accept inequalities (e.g., inequalities in power, status, wealth) as unavoidable, legitimate, or functional. The acceptance of inequalities in power shapes views about how individuals with differing levels of power should interact. For example, individuals higher on power distance believe that authority figures should be respected and shown deference (Yang et al., 2007), whereas individuals lower on power distance do not perceive many distinctions based on social strata, power, or hierarchical position (Javidan et al., 2006).

1.6.4 Job satisfaction

Job satisfaction refers to the extent to which an employee feels content, fulfilled, and positive about their job and work environment (Judge & Kammeyer-Mueller, 2012). It is a multifaceted concept that encompasses an individual's emotional and cognitive evaluation of their job experiences, including their tasks, roles, relationships, and organizational conditions.

Chapter 2 Literature Review

2.1 Introduction

This chapter is classified into three sections. The first section introduces two theories relevant to employee voice behavior — Social Information Processing Theory and Planned Behavior Theory. The second section reviews previous literature which reveals some factors of affecting employee voice behavior. Such influencing factors are classified into aspects: organization aspect, superior aspect and employee aspect. The third section provides the conceptual framework of the study.

2.2 Theory Relevant to Voice Behavior

2.2.1 Social Information Processing Theory

The social information processing theory initially was proposed by Salancik and Pfeffer (1978), which posits that when individuals navigate the social world, they tend to regard surrounding environment as an important information resource to guide their attitude and behaviors. By referring to environmental cues around them, they then display corresponding attitude and behaviors. A premise of the social information processing theory is that, individuals can timely adjust their attitude and behaviors according to their past experiences, thus displaying an excellent adaptability for surrounding environment. The avenues that social environment cues affect individual attitude and behavior can be classified into the two aspects: 1) surrounding environment provides direct cues to guide individuals' attitude and behaviors; 2) when individuals are in a high- complex and -uncertain environment, they deliberately pay attention to some information and neglect other information. Additionally, the social information processing theory proposes four information resources, through which surrounding environment produces an influence on individuals' attitude and behaviors. That includes, 1) some descriptive information about environment provided by others, 2) some preferred information that is deliberately searched by individuals, 3) some explanations for a given environment that is provided by other group members, and 4) some own requirements that are realized when individuals interact with others. Supporting the social information processing theory, Na and Feldman (2013) found that when employees displayed positive emotions toward an organization, they would show high levels of trust toward the organization. The high levels of trust, in turn, would motivate them to show more voice behaviors.

2.2.2 Planned Behavior Theory

The Planned Behavior Theory (Ajzen, 1985, 1991) is an extension of the theory of reasoned action (Ajzen & Fishbein, 1980), which continues to attract attention in social psychology. Both models were designed to provide parsimonious explanations of informational and motivational influences on behavior. Both can be considered as deliberative processing models, as they imply that individuals make behavioral decisions based on careful consideration of available information. The theory suggests that the proximal determinant of volitional behavior is one's intention to engage in that behavior. Intentions represent a person's motivation in the sense of her or his conscious plan or decision to exert effort to enact the behavior. Intentions and behavior are held to be strongly related when measured at the same level of specificity in relation to the action, target, context, and time frame and when the time interval is short enough to ensure that intentions have not changed (Fishbein & Ajzen, 1975). Attitudes toward a specific behavior exert their impact on behavior via intentions. It should be pointed out that, the Planned Behavior Theory restricts behaviors to volitional behaviors. Consistent with the propositions of the Planned Behavior Theory, Liang et al. (2012) found that when employees intended to generate voice behaviors, they would take possible risk factors into account and foresaw downstream consequences. Among such factors, psychological security of employees, sense of responsibility, and organizational self-esteem often accounted for the generation of voice behavior of employees.

2.3 Influencing Factors of Voice Behavior

2.3.1 Organizational culture and employee voice behavior

employee voice behavior, defined as the voluntary expression of constructive ideas, concerns, or opinions about work-related issues, is a critical component of organizational success. It fosters innovation, improves decision-making, and enhances employee engagement. Previous research demonstrates that organizational culture plays an important role in shaping employee voice behavior.

Organizational culture, defined as the shared values, beliefs, and norms that shape employee behavior, plays a pivotal role in encouraging or discouraging voice behavior. A culture that values openness, transparency, and collaboration is more likely to foster an environment where employees feel comfortable speaking up. Conversely, a culture characterized by hierarchy, fear of reprisal, or resistance to

change can stifle voice behavior. For instance, organizations with a participative culture, where employees are encouraged to contribute to decision-making, tend to experience higher levels of voice behavior. Such cultures signal to employees that their input is valued and that speaking up is not only safe but also beneficial for the organization. On the other hand, cultures that prioritize conformity and discourage dissent can create an atmosphere of silence, where employees withhold their opinions to avoid conflict or punishment (Morrison, 2011). Taken together, organizational culture sets the tone for how employees perceive their ability and willingness to speak up. A culture that prioritizes openness, trust, inclusivity, and meaningful communication fosters positive employee voice behavior, while a culture that discourages dissent or undervalues employee input can suppress it. Leaders play a crucial role in shaping this culture and ensuring that employees feel empowered to contribute.

2.3.2 Superior power distance and employee voice behavior

Previous research demonstrates that superiors play a pivotal role in shaping the environment in which employees feel safe and motivated to speak up. This section reviews how factors relevant to superiors - power distance - affect employee voice behavior. Power distance refers to the extent to which less powerful members of a society or organization accept and expect that power is distributed unequally.

Past research suggests that power distance has a typical cultural characteristic. Thus, when examining this variable, researchers must pay special attention to cultural background. For example, Brockner et al. (2001) found that compared to employees in low power distance countries, those in high power distance countries had more negative response to decision-making without their participation. Even under the same cultural background, there are significant individual differences for the perception of power distance. Empirical research showed that individuals with high power distance perception were more sensitive to power or power symbols, and also more cautious when interacting with powerful individuals in daily work (Ng & Van Dyne, 2001). Compared to individuals with high power distance perception, those with low power distance perception are more likely to comply with the justice principle and more sensitive to some unfair events (Lian et al., 2012). In summary, superiors power distance directly shapes employee voice behavior by influencing the perceived acceptability of speaking up, the level of trust in leadership, and the overall communication dynamics within the organization. Low power distance fosters an environment where employees feel safe and encouraged to voice their opinions, while

high power distance can suppress voice behavior due to fear, deference to authority, and perceived futility. Leaders play a critical role in managing power distance by creating an inclusive, approachable, and empowering culture that values employee input.

2.3.3 Job satisfaction and employee voice behavior

Several factors relevant to employees have an influence on their propensity to engage in voice behavior. Among them, job satisfaction of employees have received much attention from researchers. Job satisfaction, or the extent to which employees feel content with their jobs, also influences voice behavior.

There are possible acting paths between job satisfaction and employee voice behavior. Firstly, job satisfaction often reflects trust in management and a belief that the organization values employee input, which may further encourage employees to voice their opinions without fear of retaliation (Detert & Burris, 2007). Dissatisfied employees, on the other hand, may perceive risks in speaking up and remain silent. Secondly, employees with high job satisfaction are often hold trust in the management of the organization, they thus are more likely to engage in proactive behaviors, including voicing their opinions. For example, LePine and Van Dyne (1998) found that employees who are satisfied with their jobs are more likely to engage in constructive voice behavior, as they are motivated to contribute to organizational success. In practical level, employees with high job satisfaction are more likely to feel confident, committed, and emotionally invested in their work, all of which encourage them to share ideas, provide feedback, and address concerns. On the other hand, dissatisfaction can suppress voice behavior, leading to silence or disengagement. Organizations that prioritize job satisfaction through supportive leadership, recognition, and a positive work environment can foster a culture where employees feel empowered to speak up, driving innovation, problem-solving, and overall organizational success.

2.4 Conceptual Framework

The core goal of this study was to explore the influencing factors of employee voice behavior in Beijing Zhijie Commercial Trading Company. The influencing factors can be summarized into aspects: organization level, superior level, and employee level. In the organization level, the study examined the effect of

organizational culture on employee voice behavior. In the superior level, the study examined the effect of superiors power distance on employee voice behavior. In the employee level, the study examined the effect of job satisfaction on employee voice behavior. This conceptual framework was vividly presented in Figure 2.1.
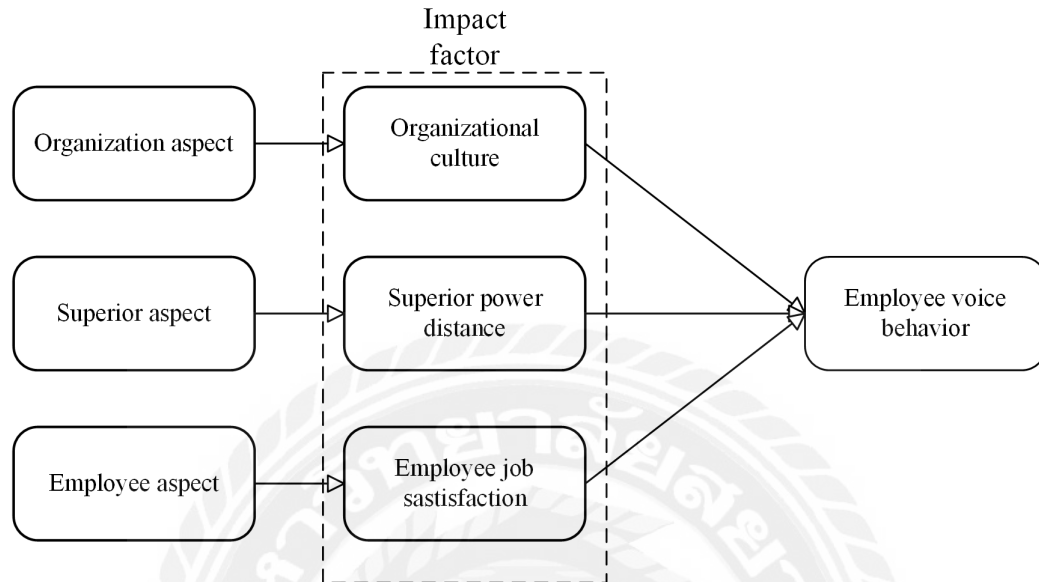
Figure 2.1 Conceptual Framework

Chapter 3 Research Methodology

3.1 Research Design

This study was a quantitative study, in which a questionnaire survey was conducted to examine the effect of organization culture, superior power distance and employee job satisfaction on voice behavior. In data analysis, three linear regression equations were separately conducted to examine the effect of the influencing factors on employee voice behavior.

3.2 Population and Sampling

The participants involved in this study were employees of Beijing Zhijie Commercial Trading Company. On a voluntary basis, a total of 218 employees (73 males, 145 females) in Beijing Zhijie Commercial Trading Company participated in the survey.

3.3 Hypothesis

This study proposed the following hypotheses:

H1: Organization culture has a significant positive effect on employee voice behavior in Beijing Zhijie Commercial Trading Company.

H2: Superior power distance has a significant negative effect on employee voice behavior in Beijing Zhijie Commercial Trading Company.

H3: Employee job satisfaction has a significant positive effect on employee voice behavior in Beijing Zhijie Commercial Trading Company.

3.4 Research Instrument

3.4.1 Organizational Culture Scale

The Organizational Cultural Identification Scale (OCIS) by Chen and Zhang (2009) was used to assess employee identification with organizational culture. The

scale is a psychometric tool designed to measure the extent to which employees identify with the culture of their organization. Organizational culture encompasses the shared values, beliefs, norms, and practices that shape the behavior and attitudes of individuals within an organization. The scale consist of 20 items, such as "I think of the company as my home". For each item, participants needed to express their agreement on the 7-point scale (1 = strongly disagree, 7 = strongly agree). A higher value indicates higher identification with organizational culture. All items of the scale are shown in Table 3.1

Table 3.1 Items in Organizational Culture Scale

Organizational Culture Scale	
1	I have a clear understanding of our company culture.
2	I can tell you the advantages and characteristics of our company.
3	I am familiar with the typical characters or stories that the company advertises.
4	I am familiar with the company's brand image and propaganda.
5	I clearly understand the values that this company promotes.
6	I really appreciate the cultural values of our company.
7	I think the values that the company promotes are also the principles by which I operate.
8	I really like the working atmosphere of this company.
9	I really appreciate our company's brand image.
10	I am proud and proud of the culture of our company.
11	I am willing to contribute to the cultural construction of our company.
12	I take the initiative to promote the brand image of my company.
13	I actively contribute to the company's cultural activities.
14	I actively participate in the company's cultural activities.
15	I will take the initiative to protect the company's brand image.
16	I see myself and the company as a community of destiny.
17	I feel that I share the same goals with the company and grow together.
18	I think of the company as my home.
19	I consciously abide by all the rules and regulations of the company.
20	I try to dress and speak in a manner consistent with the demands of the

company culture.

3.4.2 Superior Power Distance Scale

In this study, the power distance developed by Dorfman and Howell (1988) was used to assess employees' perception for superiors power distance. The original scale consists of six items and participants need to indicate their agreement for each item on the 7-point scale (1 = *strongly disagree*, 7 = *strongly agree*). An example item is that "a supervisor's use of authority and power is often necessary in order to assure that work is done efficiently". The scale has shown well suitability in previous research. All items of the scale are provided in Table 3.2.

Table 3.2 Items in Superior Power Distance Scale

	Superior Power Distance Scale
1	My superior holds that superior doesn't need to consult their employees when making most decisions.
2	My superior holds that it is important for superior to use authority and power with their employees.
3	My superior holds that superior doesn't need to consult their subordinates constantly Leaders don't need to consult their employees constantly.
4	My superior holds that superior should avoid any outside contact with his employees.
5	My superior holds that superior should not question superiors decisions.
6	My superior holds that superior should not delegate important tasks to employees.

3.4.3 Job Satisfaction Scale

In this study, the Short-Form Minnesota Satisfaction Questionnaire (MSQ) is used to measure employee job satisfaction. The scale is a widely used and psychometrically sound tool designed to measure job satisfaction. It is a condensed version of the original Minnesota Satisfaction Questionnaire (MSQ), which was developed by Weiss, Dawis, England, and Lofquist (1967) as part of the Work Adjustment Theory. For each item, participants needed to give their evaluation on the 5-point scale (1 = strongly disagree, 5 = strongly agree), with higher values indicating greater satisfaction.

Table 3.3 Items in Job Satisfaction Scale

Job Satisfaction Scale

1	The chance to work alone on the job.
2	The chance to do different things from time to time.
3	The chance to be "somebody" in the community.
4	The way my boss handles his/her workers.
5	The competence of my supervisor in making decisions.
6	The way my job provides for steady employment.
7	The chance to do things for other people.
8	The chance to tell people what to do.
9	The chance to do something that makes use of my abilities.
10	The way company policies are put into practice.
11	My pay and the amount of work I do.
12	The chances for advancement on this job.
13	The freedom to use my own judgment.
14	The working conditions.
15	The way my coworkers get along with each other.

3.4.4 Voice Behavior Scale

The voice behavior scale developed by Burris et al. (2012) was used to measure employee's voice behavior. The scale is tailored to assess voice behavior in workplace settings, emphasizing its role in fostering open communication and organizational change. The scale contains three items and participants need to give their agreement for each item on the 7-point scale (1 = *strongly disagree*, 7 = *strongly agree*). An example item was "when I solve problems related to my department, I dare to express different opinions". All items in the scale are provided in Table 3.4.

Table 3.4 Items in Voice Behavior Scale

Voice Behavior Scale	
1	My superiors will feel that I am not respectful to them.
2	My actions will offend my superiors.
3	We will have a worse relationship than before.
4	My supervisor will feel that I have hurt his/her face.

5	My superiors will perceive that I'm not cooperating.
6	I would lose the respect of my superiors for my work.
7	My superiors will think I'm causing problems at work.
8	My boss is gonna give me a hard time at work.

3.5 Data Collection

The data of the study were collected via the Credamo (www.credamo.com), which is a popular professional online data collection platform in China-Mainland. When the questionnaire survey was uploaded on the platform, the platform automatically pushed recruitment information to users. If an employee was willing to participate in the study, he/she needed to sign the electronic informed consent. Moreover, the employee must meet the following qualifications: 1) he/she should be at least 18 years old and below 65 years old; 2) he/she must have work experiences in commercial trading industry; and 3) his/her native language must be Chinese. No participant was excluded from data analysis. As a result, a total of 218 participants were included in the final data analysis.

3.6 Data Analysis

The data analysis of the study included three steps. All statistical analyses were conducted in SPSS 26.0. In the first step, the demographic characteristics of the sample were analyzed and presented. In the second step, the correlation analyses of variables were conducted and presented. In the third step, three linear regression equations were separately conducted to examine the prediction effect of organizational culture, superior power distance, and job satisfaction on voice behavior. In all equations, the dependent variable was voice behavior.

3.7 Reliability and Validity Analysis of the Scale

3.7.1 Reliability analysis of the three scales

This study used SPSS 26.0 to assess the reliability of all scales in the present study. In general, a Cronbach's alpha value of 0.70 or higher is generally considered

acceptable, with values above 0.80 indicating good reliability and above 0.90 indicating excellent reliability. In this study, all reliability coefficients of the scales were larger than 0.80, demonstrating good reliability. Specific values were presented in Table 3.5.

Table 3.5 Reliability Analysis Results

Scale	Items	Cronbach's α
Organizational Culture Scale	20	0.80
Superior Power Distance Scale	6	0.87
Job Satisfaction Scale	12	0.82
Voice Behavior Scale	8	0.85

3.7.1 Validity analysis of the three scales

This study employed Bartlett's test of sphericity and the KMO test to reasonably confirm the validity of the measurement items. Generally, a KMO value exceeding 0.9 indicates excellent suitability, a value of 0.8 indicates good suitability, a value of 0.7 indicates average suitability, a value of 0.6 indicates poor suitability, and a value below 0.5 indicates very poor suitability. The results showed that the KMO values for all scales exceed 0.8, indicating good suitability. Additionally, the significance level is 0.000, demonstrating significance at the 0.01 level. This further indicates that there are significant correlations among the data. Therefore, these scales passed Bartlett's test of sphericity at the 0.01 level, confirming the validity of the measurement items.

Table 3.6 Validity Analysis Results

Scale	KMO value	The Sphericity Test of the Bartlett	
		χ^2	Significance
Organizational Culture Scale	0.86	1752.42	<0.001
Superior Power Distance Scale	0.87	2671.92	<0.001
Job Satisfaction Scale	0.85	1470.55	<0.001
Voice Behavior Scale	0.91	2776.16	<0.001

Chapter 4 Findings and Discussion

4.1 Findings

4.1.1 Demographic Characteristics of Participants

No participant was dropped from the data analysis. As a result, a total of 218 participants were included in the final data analysis. Among them, 145 were females and 75 were male, which separately accounted for 65.6%, 34.4% of the total employees.

Educational background: The majority of employees were employed with a bachelor's degree, accounting for 49.3%, while employees with a bachelor's degree or below accounted for 34.5%. Additionally, 16.2% of employees had a master's degree or above.

Age composition: The majority of employees were aged between 18-30 years, accounting for 57.4%. Employees aged 31-40 and 41-50 represented 19.4% and 15.8%, respectively, while those over 51 made up only 7.4%. This distribution aligns with the current age structure of the commercial trading industry and reflects the age characteristics of the new generation of employees.

Working department: During this survey, 79 participants were from the marketing department and 29 participants were from the finance department. In addition, 61 employees from the human resources department also participated in the survey. A total of 49 employees from the customer service and legal departments participated in the survey.

Position: In this survey, 107 participants were ordinary staff from the grassroots, and 46 junior management staff also participated in the survey. Middle and senior leaders accounted for a total of 17.5% : 31 middle management staff (14%) and 8 senior management staff (3.5%).

Table 4.1 Demographic Analysis Results

Items	Category	Number of Employees	Percentage (%)
Gender	Male	75	34.4
	Female	145	65.6
Educational Background	Below Bachelor's Degree	75	34.5
	Bachelor's Degree	107	49.3

	Master's Degree and above	36	16.2
Age	18-22 years old	68	31.3
	23-30 years old	57	26.1
	31-40 years old	42	19.4
	41-50 years old	34	15.8
	Over 51 years old	17	7.4
Working Department	Finance Department	29	13.4
	Marketing Department	79	36.3
	Human Resources Department	61	27.8
	Customer Service Department	23	10.6
	Legal Department	26	11.9
Position	Senior management staff	8	3.5
	Middle management staff	31	14
	Junior management Staff	46	21
	Staff	107	61.5

4.1.2 Correlation Analysis Results

The correlations of the key variables in the present study were all significant. Specifically, organizational culture was significantly and positively correlated with employee voice behavior, $r = 0.42$, $p < 0.01$; superior power distance was significantly and negatively correlated with employee voice behavior, $r = -0.46$, $p < 0.01$; job satisfaction was significantly and positively correlated with employee voice behavior, $r = 0.48$, $p < 0.01$. In addition, organizational culture was significantly and negatively correlated with superior power distance, $r = -0.58$, $p < 0.01$, but positively correlated with job satisfaction, $r = -0.63$, $p < 0.01$. There was a significant and negative correlation between superior power distance and job satisfaction, $r = -0.54$, $p < 0.01$. Specific correlation coefficients were provided in Table 4.2.

Table 4.2 Correlation Analysis Results

	Organizational culture	Superior power distance	Job satisfaction	Voice behavior
Organizational culture	1			
Superior power distance	-0.58**	1		
Job satisfaction	0.63**	-0.54**	1	

Voice behavior	0.42**	-0.46**	0.48**	1

Note. **$p < 0.01$.

4.1.3 Regression Analysis Results

To test whether organizational culture had a significant influence on employee voice behavior, a hierarchical regression equation was conducted in which voice behavior was regressed onto organizational culture. The results showed that, consistent with Hypothesis 1, organizational culture had a significant and positive influence on employee voice behavior, $\beta = 0.42$, $t = 9.18$, $p < 0.001$.

To test whether superior power distance had a significant influence on employee voice behavior, the study conducted a hierarchical regression equation, in which voice behavior was regressed onto superior power distance. The results showed that, consistent with Hypothesis 2, superior power distance had a significant and negative influence on employee voice behavior, $\beta = -0.46$, $t = -9.82$, $p < 0.001$.

To test whether job satisfaction had a significant influence on employee voice behavior, a hierarchical regression equation was conducted in which voice behavior was regressed onto job satisfaction. The results showed that, consistent with Hypothesis 3, job satisfaction had a significant and positive influence on employee voice behavior, $\beta = 0.48$, $t = 10.21$, $p < 0.001$.

Table 4.3 Regression Analysis Results

Dependent variable	Independent variable	R^2	F value	β	t value	p value
Employee voice behavior	Organizational culture	0.22	60.15	0.42	9.18	<0.001
	Superior power distance	0.23	63.11	-0.46	-9.82	<0.001
	Job satisfaction	0.24	65.23	0.48	10.21	<0.001

4.2 Discussion

4.2.1 The influence of organizational culture on voice behavior

Examining the effect of organizational culture on employee voice behavior has

profound implications for both theoretical advancements and practical applications in organizational management. On the theoretical level, the present study enhanced the understanding of voice behavior. It highlights how cultural dimensions (e.g., openness, hierarchy, innovation) shape employees' willingness to speak up (Detert & Burris, 2007), which demonstrates that voice behavior is not solely a function of individual traits but is also influenced by the cultural environment (Morrison, 2011). On the practical level, organizations can use insights from the present study to design or reshape their cultures to foster environments where employees feel safe and motivated to voice their opinions. For example, cultures that emphasize openness, psychological safety, and inclusivity are more likely to encourage voice behavior (Edmondson, 1999). The present study also highlights the need for leaders to be intentional about shaping cultural norms that foster psychological safety and inclusivity, ultimately benefiting both employees and the organization as a whole.

4.2.2 The influence of superior power distance on voice behavior

In the field of organizational psychology, although the relationship between power distance and employee voice behavior has been well established, the mechanism behind the relationship is still an open-end question. With 218 employees in commercial trading industry as participants, this study used a questionnaire survey to examined the relationship between superiors power distance and employee voice behavior and the underlying mechanism. The results showed that, consistent with prior research, high power distance of superiors tended to be associated with less voice behaviors. Social information processing theory points out that environmental cues around individuals can guide their subsequent cognitive judgment and behavioral response. For employees, the power distribution in the organization is asymmetrical — superiors often have more power than employees and can reward or punish others. In this situation, it is rational for employees to regard power distance of superiors as an important environmental cue to guide their decision-making and behaviors. When the target of voice behavior is an employer, employees will consider whether their voice behaviors will disgruntle the employer, thus producing a negative effect on their interpersonal relationships with their employer and colleagues. Moreover, this study was conducted in confusion culture, which emphasizes the priority of high-power individuals and the hierarchical order. Under confusion culture, on the one hand, high power distance leaders believe that leaders should have more priorities, and subordinates must comply with leaders' decisions; on the other hand, superiors with high power distance emphasize more on their priority and hierarchical order, they thus cannot accept that their employees challenge their authority. Similar to this explanation, Mao (2016) found that compared with superiors with low power distance,

superiors with high power distance can significantly increase their employee' belief of voice behavior and psychological security.

4.2.3 The influence of employee job satisfaction on voice behavior

This study found that higher job satisfaction can increase employee tendency of generating voice behavior. This finding highlights how job satisfaction, as an intrinsic motivator, encourages employees to engage in proactive behaviors (Van Dyne & LePine, 1998). It also contributes to the growing body of literature on employee voice by identifying job satisfaction as a critical antecedent, complementing other factors such as organizational culture and leadership (Detert & Burris, 2007). On the practical level, organizations can use insights from the present study to design jobs that enhance employee satisfaction, thereby fostering voice behavior. For example, providing autonomy, meaningful work, and opportunities for growth can increase satisfaction and encourage employees to speak up. Moreover, understanding the link between job satisfaction and voice behavior can help organizations develop targeted engagement strategies. Satisfied employees are more likely to contribute ideas and suggestions, leading to improved organizational performance (Harter et al., 2002).

Chapter 5 Conclusion and Recommendation

5.1 Conclusion

With 218 employees of Beijing Zhijie Commercial Trading Company as participants, this study conducted a questionnaire survey to investigate the influence of organizational culture, superior power distance and job satisfaction on employee voice behavior. The results show that, consistent with the theoretical framework in literature review, organizational culture, superior power distance and job satisfaction had significant influences on employee voice behavior. Specifically, organizational culture had a significant positive influence on employee voice behavior; Superior power distance had a significant negative influence on employee voice behavior; Job satisfaction had a significant positive influence on employee voice behavior.

5.2 Recommendation

This study has implications for motivating employees' work enthusiasm and improving the management and operation of the organization.

Firstly, the organization should develop an open and harmonious organizational culture and establish a communication incentive mechanism. Organizations should provide multiple communication channels to break down hierarchical restrictions and reduce communication barriers caused by power distance. Meanwhile, organizations should encourage employees to spontaneously generate voice behaviors, give timely positive feedback to such voice behaviors. By doing so, employees will feel that their concerns are valued and their voice behaviors are recognized and respected.

Secondly, the organization should conduct leadership training and employee development programs. Personal habits are motivated by personal values, and the resulting behaviors can be shaped and changed by training (Bhawuk et al., 2006). Thus, by employing the leadership training, superiors can realize the important role of power distance in the organizational management, and adopt a more flexible management style to guide employees to actively participate in organizational management.

Finally, superiors should set good examples for employees by their own

behaviors, which will effectively motivate employees to engage in voice behaviors. The attitude or behavioral pattern held by superiors will gradually have an influence on the attitude or behavioral pattern of employees. That implies that, superiors need to display a positive and fair personal image, and pay special attention to the concerns of employees. More important, superiors should fulfil what they promise to employees in a timely manner, which will effectively enhance the prestige and credibility of superiors.

5.3 Future Study

In future, researchers can take the following measures to enhance the reliability and generalization of our findings. Firstly, considering that the present study is a correlational design, researcher in future can conduct additional lab study or field experiment to provide more convincing evidence for our findings. Moreover, the lab study allows researchers to further clarify the effect directions among variables, thus drawing causal inferences. Secondly, power distance has close link to culture background and the present study was conducted in China-Mainland, a typical country with high power distance. Given that, researchers in future can conduct a cross-cultural study to assess to what extent our findings can be generalized to other culture backgrounds. Thirdly, the small sample size in the present study poses a threat on the reliability and generalization of our findings. Thus, researchers in future can use a larger sample size to assess the reliability of findings.

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Appendix

Welcome to answer this questionnaire. This questionnaire aims to understand the development and operation of the company. Your answers are crucial to the results of the study. Please answer them carefully. Thank you for your participation.

The measure of superiors power distance

Section I

Instruction: There are 20 descriptions about organizational culture of your company. Please read each description and indicate to what extent you agree with such descriptions on the 7-point scale (1 = strongly disagree, 7 = strongly agree).

	Items	Strongly disagree						Strongly agree
1	I have a clear understanding of our company culture.	1	2	3	4	5	6	7
2	I can tell you the advantages and characteristics of our company.	1	2	3	4	5	6	7
3	I am familiar with the typical characters or stories that the company advertises.	1	2	3	4	5	6	7
4	I am familiar with the company's brand image and propaganda.	1	2	3	4	5	6	7
5	I clearly understand the values that this company promotes.	1	2	3	4	5	6	7
6	I really appreciate the cultural values of our company.	1	2	3	4	5	6	7
7	I think the values that the company promotes are also the principles by which I operate.	1	2	3	4	5	6	7
8	I really like the working atmosphere of this company.	1	2	3	4	5	6	7
9	I really appreciate our company's brand image.	1	2	3	4	5	6	7
10	I am proud and proud of the culture of our company.	1	2	3	4	5	6	7
11	I am willing to contribute to the cultural construction of our company.	1	2	3	4	5	6	7
12	I take the initiative to promote the brand image of my company.	1	2	3	4	5	6	7
13	I actively contribute to the company's cultural activities.	1	2	3	4	5	6	7
14	I actively participate in the company's cultural activities.	1	2	3	4	5	6	7

15	I will take the initiative to protect the company's brand image.	1	2	3	4	5	6	7
16	I see myself and the company as a community of destiny.	1	2	3	4	5	6	7
17	I feel that I share the same goals with the company and grow together.	1	2	3	4	5	6	7
18	I think of the company as my home.	1	2	3	4	5	6	7
19	I consciously abide by all the rules and regulations of the company.	1	2	3	4	5	6	7
20	I try to dress and speak in a manner consistent with the demands of the company culture.	1	2	3	4	5	6	7

Section II

Instruction: In the following, there are six descriptions about your superiors. Please read such descriptions and provide your agreement in the 7-point scale (1 = strongly disagree, 7 = strongly agree).

	Items	Strongly disagree						Strongly agree
1	My superior holds that superior doesn't need to consult their employees when making most decisions.	1	2	3	4	5	6	7
2	My superior holds that it is important for superior to use authority and power with their employees.	1	2	3	4	5	6	7
3	My superior holds that superior doesn't need to consult their subordinates constantly Leaders don't need to consult their employees constantly.	1	2	3	4	5	6	7
4	My superior holds that superior should avoid any outside contact with his employees.	1	2	3	4	5	6	7
5	My superior holds that superior should not question superiors decisions.	1	2	3	4	5	6	7
6	My superior holds that superior should not delegate important tasks to employees.	1	2	3	4	5	6	7

Section III

Instruction: In the following, there are 15 descriptions about your job satisfaction. Please read such descriptions and provide your agreement in the 5-point scale (1 = strongly dissatisfied, 5= strongly satisfied).

	Items	Strongly dissatisfied				Strongly satisfied
1	The chance to work alone on the job.	1	2	3	4	5
2	The chance to do different things from time to time.					
3	The chance to be "somebody" in the community.					
4	The way my boss handles his/her workers.					
5	The competence of my supervisor in making decisions.					
6	The way my job provides for steady employment.					
7	The chance to do things for other people.					
8	The chance to tell people what to do.					
9	The chance to do something that makes use of my abilities.					
10	The way company policies are put into practice.					
11	My pay and the amount of work I do.					
12	The chances for advancement on this job.					
13	The freedom to use my own judgment.					
14	The working conditions.					
15	The way my coworkers get along with each other.					

Section IV

Instruction: In the following, there are 8 descriptions about your voice behavior. Please read such descriptions and provide your agreement in the 7-point scale (1 = strongly disagree, 7 = strongly agree).

	Items	Strongly disagree						Strongly agree
1	My superiors will feel that I am not respectful to them.	1	2	3	4	5	6	7
2	My actions will offend my superiors.	1	2	3	4	5	6	7
3	We will have a worse relationship than before.	1	2	3	4	5	6	7
4	My supervisor will feel that I have hurt his/her face.	1	2	3	4	5	6	7
5	My superiors will perceive that I'm not cooperating.	1	2	3	4	5	6	7
6	I would lose the respect of my superiors for my work.	1	2	3	4	5	6	7
7	My superiors will think I'm causing problems at work.	1	2	3	4	5	6	7
8	My boss is gonna give me a hard time at work.	1	2	3	4	5	6	7

บันทึกข้อความ

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เรื่อง ขออนุมัติสำเร็จการศึกษาประจำปีการศึกษา 2567

เรียน ท่านอธิการบดี

    เรื่องเดิม นักศึกษาหลักสูตรบริหารธุรกิจมหาบัณฑิต MR. SHI JIUCHENG รหัสนักศึกษา 6417195408 ได้ศึกษารายวิชาครบถ้วนสมบูรณ์ และได้ปฏิบัติตามเกณฑ์สำเร็จการศึกษาตามที่มหาวิทยาลัย สยามกำหนดเรียบร้อยแล้ว ทั้งนี้พร้อมยื่นเรื่องขออนุมัติสำเร็จการศึกษา โดยมีรายละเอียด ดังต่อไปนี้

1. ผ่านการตรวจสอบความซ้ำซ้อนด้วยโปรแกรม Grammarly เมื่อวันที่ 2 พฤษภาคม 2568
2. ผ่านการสอบประมวลความรู้ข้อเขียน เมื่อวันที่ 26 เมษายน 2568
3. ผ่านการสอบปากเปล่าขั้นสุดท้ายวิชาการค้นคว้าอิสระ เมื่อวันที่ 8 พฤษภาคม 2568
4. ผ่านเกณฑ์มาตรฐานความรู้ภาษาอังกฤษ Oxford Placement Test score 60 CEFR B2 เมื่อวันที่ 4 เมษายน 2568
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    จึงเรียนมาเพื่อพิจารณาอนุมัติ และให้ดำเนินการต่อไป

(รศ.ดร.จอมพงศ์ มงคลวนิช)
คณบดีบัณฑิตวิทยาลัย สาขาบริหารธุรกิจ

ตรวจตามหลวงหน 15 เรียบร้อยแล้ว
19 ก.ย. 68