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Keywords: Management openness, Voice behavior, Organizational self-esteem, Prosocial motivation, Cross-level research.

Abstract. Through the paired questionnaire survey method, 521 employees and 75 leaders were investigated, and the mechanism of management openness and employees' voice behavior was discussed. The results of cross-level analysis show that management openness has a significant positive impact on employees' self-esteem based on organization; organizational self-esteem plays a mediating role between management openness and voice behavior; employee prosocial motivation is based on organizational self-esteem and the moderation between the behaviors of the prophecy, that is, the stronger the prosocial motivation of the employees, the weaker the relationship between the self-esteem and the behavior of the organization based on the organization.

Introduction

Faced with the rapidly changing market environment, enterprise managers increasingly need employees' wisdom and information to make up for their cognitive deficiencies and help them make correct and effective management decisions [16]. Research shows that employees' reasonable and constructive expression of opinions (i.e. voice behavior) is conducive to enterprises' improvement of organizational innovation, effective implementation of organizational change and improvement of organizational performance [15]. Therefore, how to encourage employees to actively contribute their own wisdom and wisdom has become a common concern of scholars and managers.

However, the constructive character of voice behavior determines that its content often involves criticism of the status quo of the organization and challenges to leadership authority. Therefore, at work, it is often found that most employees choose to be silent and give up advice[3,5]. In view of this, starting from the decision calculus theory, scholars proposed that only when employees perceived that the efficacy of voice behavior was greater than the risk, they would take the initiative to express their views and put forward their opinions [16]. As the main object of employee voice behavior and the owner of the organization's reward and punishment rights, leadership undoubtedly becomes an important organizational clue influencing employees' performance calculation [6].

Previous studies have generally argued that managerial openness has a significant impact on employee behavior[4,7], yet only a few studies have directly tested the mechanism of action between the two [4]. In view of this, this study proposes an intermediary role between organization-based self-esteem (OBSE) in managing openness and voice behavior.

By examining the mechanism of action of management between openness and advice behavior, this study has the following research significance: first, under the frame of decision-making recommendations, we propose and analyze OBSE intermediary role between openness and staff recommendations, this will help us more comprehensive and systematic understanding the
mechanism of the management open to advice behavior. Secondly, this study integrates two perspectives of voice behavior research: voice behavior efficiency and pro-social motivation [16], and proposes the regulating effect of pro-social motivation on OBSE utility. This integration perspective can reveal the synergistic effect of various influencing factors and more truly reflect the complex psychological mechanism in the process of employee voice behavior. Thirdly, many previous studies have ignored the fact that employees are embedded in the same leader and reduced the leadership behavior to individual level variables. In this study, management openness was considered as a team factor, and the theoretical explanatory power and external validity of the model were improved through the construction and test of the cross-hierarchy mediation model. Finally, the previous researches on management openness and voice behavior are mostly carried out in the western background. This study examines the mechanism of action between the two in the context of Chinese organizations, and the results will help us further establish the generalizability of the management open-voice behavior model.

**Literature Review and Hypotheses**

**Manage Openness and Voice Behavior**

Voice behavior emphasizes the expression of constructive opinions of employees. Improve the operation of the organization by freely expressing their own ideas and opinions[15]. Compared with other behaviors outside the role (such as helping behavior), voice behavior often involves opinions or criticism of the status quo of the organization, which may challenge the habitual view of the leader and embarrass the leader. Therefore, there is a certain risk for the individual [5]. Voice behavior is the result of employees' comprehensive calculation of voice behavior efficiency and risk[16]. Among them, voice behavior efficiency refers to the possible positive benefits [16], including suggestions being adopted, problems being solved, and employees getting corresponding organizational rewards (such as bonus, promotion, and organizational recognition). And voice risk includes reputational damage (perceived as a rule breaker), loss of support from leaders or colleagues.

Leadership behavior is regarded as an important organizational factor influencing the decision-making process of employees. From the perspective of risk perception, Detert and Burris (2007) made an empirical study on the intermediary mechanism between management openness and employee voice behavior. Their research shows that management openness can send a positive message to employees, showing that leaders are willing to accept the views and suggestions of their subordinates without any personal risk to employees. These experiences can significantly improve the psychological security of subordinates, thus triggering more voice behavior. It is worth noting that the research of Detert and Burris (2007) found that psychological security only plays a partial intermediary role between management openness and employee voice behavior. This means that, in addition to psychological security, other possible psychological mechanisms play a mediating role in these relationships.

As mentioned above, the decision-making process of voice behavior is a comprehensive calculation of voice behavior efficiency and risk. The research of Detert and Burris (2007) obviously only analyzed from the perspective of risk, but ignored the influence of management openness on the effectiveness of voice behavior. We propose that management openness can not only reduce the risk perception of employees, but also improve the judgment of employees on self-value and self-ability, improve the perception of the effectiveness of employee voice behavior, and finally form the expectation of positive voice behavior results. In view of this, this study use OBSE as the intermediary variable between management openness and employee voice behavior to supplement the research of Detert and Burris (2007), and emphasizes the multi-channel role model between management openness and employee voice behavior.
Self-esteem refers to the individual's self-evaluation, which reflects the extent to which an individual believes that he is a competent and valuable individual [12]. Self-esteem can be divided into overall self-esteem (that is, the overall evaluation of the self) and self-esteem based on a specific environment (that is, self-evaluation based on a specific environment and role). Korman (1970) pointed out that organization and its environment, as an important part of personal life, can be a reference point for individual self-evaluation. Therefore, OBSE reflects the individual's evaluation of his own value and ability in a particular organization [18]. OBSE has higher plasticity and is more susceptible to tissue environment [17].

Pierce and Gardner (2004) pointed out that the high level of OBSE comes from the positive personal experience of employees in the organization. At work, organizational system, leadership and colleagues can deliver positive information, making employees feel that they are valued by the organization as a member, and thus inspiring employees' positive self-evaluation [17]. Therefore, when leaders believe that employees are capable and important, and pass these information to employees through daily behaviors and attitudes, employees will internalize such information and form positive self-evaluation.

On the basis of previous literature, we believe that the openness of leadership management can improve the OBSE level of employees. Specifically, management openness manifests itself in the leader's willingness to listen to, think and respond to employees' ideas and suggestions. Clearly, management openness sends a positive signal to employees that they have the ability to influence the organizational decision-making process and have some autonomy and control over their work [7]. This sense of influence and control over work is conducive to enhancing employees' recognition of self-value and helping them experience the significance of their organizational role [18]. At the same time, management openness makes employees perceive that leaders attach importance to their knowledge and skills, and leaders' attention and recognition further promote the formation of positive self-concept of employees and obtain a higher level of OBSE [13]. Based on this, we propose the following hypothesis.

Hypothesis 1: Management openness is positively related to OBSE.

In addition, we believe that OBSE caused by management openness will further motivate employees' voice behavior. As mentioned above, the decision-making calculation theory holds that only when employees perceive that voice behavior can bring positive results to the organization or individual, that is, with high voice behavior efficiency, they will take the initiative to offer Suggestions to leaders [16]. Employees with high OBSE level believe that they are qualified for the role in the organization, have a higher social status within the organization and obtain more organizational resources and support. Therefore, when these employees voice their opinions to the leaders, they often believe that their ideas and suggestions can be accepted by the managers and have a positive impact on the decision-making process and organizational development. In addition, in order to maintain and strengthen their value and status in the organization [17], the staff of high OBSE will show a high sense of responsibility and emotional commitment [14], thus participating more actively in voice building.

To sum up, we believe that the management openness of the leader conveys positive information, makes employees feel the respect and attention of the organization, and improves the level of OBSE of employees. However, employees with higher OBSE level can feel more voice behavior efficiency and show higher voice behavior. Therefore, the study proposes the following hypothesis:

Hypothesis 2: OBSE mediates the relationship between management openness and voice behavior.

Moderating of Prosocial Motivation

Prosocial motivation refers to "the willingness to consider the interests of others and devote energy to it" [8]. Previous studies have shown that prosocial motivation can significantly influence the individual's behavior decision-making process [9]. Grant and Berg (2011) pointed out that individuals with high pro-social motives put more emphasis on the interests of others and social
norms. Individuals with low prosocial motivation tend to act in a rational way. Similarly, a series of studies conducted by Meglino and Korsgaard (2004) showed that individuals with high pro-social motivations tend to adopt heuristic processing methods and automatically follow social rules to exhibit higher levels of pro-social behavior. On the contrary, individuals with low social motivation think more about the result of action: only when individuals expect the prosocial behavior to produce positive results can their prosocial behavior level be improved. In addition, the research results of Zhu and Akhtar (2014) in the Chinese background also confirmed that employees with low pro-social motivations would use various information (such as leadership behaviors) to judge whether pro-social behaviors bring personal benefits and make the final behavioral decisions.

Based on the above research results, we expect that pro-social motivation can influence the importance of voice behavior to employees, and then influence the relationship between OBSE and voice behavior. High OBSE employees can have positive expectations of voice behavior results, and believe that their ideas and opinions can be valued, so as to improve the possibility of voice behavior. We believe that this perception of voice behavior has a significant impact on employees with low pro-social motivations. Specifically, individuals with low pro-social motivation tend to rationally evaluate the result of voice behavior, and judge whether they can successfully voice behavior by collecting external and internal clues, and whether they can obtain positive benefits from the process of voice behavior. OBSE, as an internal cue, is helpful for employees to make the above judgment. As employees with low pro-social motivation can have a positive expectation of the result of voice behavior and improve the possibility of participating in voice behavior driven by the expectation, they feel the importance of the organization and their own ability and value. Relatively, driven by high pro-social motivation, employees pay less attention to voice behavior results. They are often able to obtain the corresponding satisfaction in the process of serving and helping the organization without other external rewards and incentives [8]. Indeed, high pro-social motivation of individuals often showed high pro-social behavior, even if the behavior will not bring any personal income[11]. This means that high pro-social motivation of employees may be perceived their ideas and Suggestions are unable to get the organization's recognition and attention, can still continuously for organization of zhenhai, make its own contribution .In other words, employees with high pro-social motivation will maintain a higher level of voice behavior regardless of whether they have a higher OBSE or not. Therefore, we expect that the impact of OBSE on employee voice behavior will change with the change of employees' prosocial motivation level. The study proposes the following hypothesis, and the overall model of the study is shown in figure 1.

Hypothesis 3: Prosocial motivation moderates the relationship between organizational self-esteem and voice behavior such that the relationship is stronger (vs. weaker) with lower (vs. higher) prosocial motivation.

Methods
Sample and Research Process
The questionnaire was distributed in the form of after-school practice of MBA students, and involved 700 employees and 85 direct leaders of 85 enterprises in which 85 MBA students worked. The enterprise type covers manufacturing, transportation, finance, retail, real estate and other industries. The research assistants (i.e. MBA students) contact and identify the companies involved
and the corresponding employees, and then personally send two separate paper questionnaires to the employees and their direct leaders. Management openness, OBSE and pro-social motivation are evaluated by the employees themselves; Employees' voice behavior is evaluated by their direct leadership. To complete the leader-employee pairing, the research assistants were required to obtain the employee list in advance and number each employee. The employee receives the corresponding number of questionnaire to fill in the leader writes down the name of the employee he or she wants to evaluate. The completed questionnaire will be sealed in an envelope and handed directly to the corresponding research assistant to ensure the confidentiality of the questionnaire.

Finally, the 75 MBA students returned 571 employees and their 75 direct leadership questionnaires to the researchers, with a recovery rate of 81.6% for employees and 88.2% for leaders. A large number of questionnaires with missing values were deleted and 521 paired valid questionnaires were obtained. The average age of employees is 30.93 years old, and the gender is mainly female (54.4%). The education background is mainly high school and junior college (72.7%).

**Research Tools**

Management openness was based on a 7-point scale, with 1 indicating “strongly disagree” and 7 indicating “strongly agree”. The rest of the scales used a 5-point scale, with 1 indicating “strongly disagree” and 5 indicating “strongly agree”.

Management openness adopts the scale of Grant, Gino and Hofmann (2011), which contains 4 questions. Example title: “my leader is willing to accept new things and ideas”, the internal consistency reliability coefficient of the questionnaire is 0.83. Considering that different employees are nested in the same leader, we treat open management as a second variable. In terms of intra-group homogeneity, the mean and median RWG values of 75 teams are respectively 0.70 and 0.77, indicating that members of the same group have a high degree of consistency in their perception of the management openness of leaders. ICC1 and ICC2 were respectively 0.41 and 0.84, indicating significant differences among different teams. Based on this, we aggregate open management into team-level variables.

Organizational self-esteem using Liang et al. (2012) scale, a total of 7 questions. The internal consistency reliability of the questionnaire is 0.79.

Pro-social motivation using Grant and Sumanth (2009) scale, a total of 5 questions. The internal consistency reliability of the questionnaire is 0.83.

Voice behavior USES the scale of Tangirala and Ramanujam (2012), with a total of 4 questions. Example title: “the employee communicates his/her ideas with other members of the group about work matters, even if his/her views are different, and no one even agrees with his/her views”, the internal consistency reliability coefficient of the questionnaire is 0.71.

Control variables we take demographic variables such as employee gender, age, education degree and working years in the company as control variables, and previous studies have shown their influence on the relationship of voice behavior (Tangirala & Ramanujam, 2012).

**Data Processing**

Due to different employees, nested in the same leadership we adopt multi-layer Linear models (Hierarchical Linear Modeling, HLM) to handle nested data. The first level data includes demographic variables, OBSE, pro-social motivation and voice behavior of employees; The second variable is management openness. According to previous studies, all model variables will be centralized by the overall mean (Kreft, DE Leeuw, & Aiken, 1995).

**Result**

We use a multi-layer linear model to test the main effects of management openness (hypothesis 1) and the mediating effect of OBSE (hypothesis 2). The results are presented in Table 1. First, the openness of management openness to OBSE is significant ($\gamma_{01} = .21$, $p < .01$, model 1), which supports hypothesis 1. Secondly, the regression coefficient of management openness on the
constructive behavior ($\gamma_{01} = .15, p < .01, \text{model 2}$) is significant. Finally, when the management openness and OBSE simultaneously enter the regression equation of the proposed behavior (model 3), the regression coefficient of OBSE is significant ($\gamma_{50} = .18, p < .01$), and the regression coefficient of management openness is significant, but the significance is degraded. ($\gamma_{01} = .15, p < .01$), which indicates that OBSE plays a partial intermediary role between management openness and suggestion behavior, and hypothesis 2 is verified. To further validate the mediating effects of OBSE, we use the PRODCLIN method to examine the cross-level indirect effects of management openness through OBSE on the behavior of assertions. The results show that management openness is suggested by OBSE. The cross-layer indirect effect of behavior is significant (indirect effect = .038, CI [.01, .07]), which again validates hypothesis 2.

We use a multi-layer linear model to verify the regulatory effects of prosocial motivation (Hypothesis 3), and the results are presented in Table 2, where the variables contained in the cross terms are centered before regression. The results show that the regression coefficients of OBSE and prosocial motivational cross terms are significant ($\gamma_{70} = -.17, p < .05$). In order to show the mode of adjustment of prosocial motivation to the relationship between OBSE and vocabulary behavior, according to the recommendations of Aiken and West (1991), we plot in Figure 2 between different OBSE and voice behavior levels. Relationship. It can be seen that for individuals with high prosocial motivation, the relationship between OBSE and suggestive behavior ($k = .07, p > .10$) is lower than that of low-social motivation ($k = .27, p < .01$), assume that 3 is supported.

| Table 3. Test results of multi-layer linear model (HLM)$^a$. |
|------------------------|------------------------|------------------------|
| variable               | $M_1$                  | $M_2$                  | $M_3$                  |
| First level variable   |                        |                        |                        |
| age($\gamma_{10}$)    | .00(.01)               | .01(.01)               | .00(.01)               |
| sex($\gamma_{20}$)$^b$| -.05(.05)              | -.02(.05)              | -.00(.05)              |
| education($\gamma_{30}$)| .06(.03)            | .05(.03)               | .04(.03)               |
| Years of working in the company($\gamma_{40}$)| .00(.01)          | -.00(.01)              | -.00(.00)              |
| OBSE($\gamma_{50}$)   | .18**(.06)             |                        |                        |
| Second level variable  |                        |                        |                        |
| Management openness($\gamma_{01}$) | .21**(.05) | .15**(.05) | .14**(.05) |
| $R^2_{within-group}$  | .01                    | .002                   | .10                    |
| $R^2_{within-group}$  | .26                    | .10                    | .29                    |
| model bias             | 833.26                 | 865.76                 | 835.74                 |

| Table 4. Results of moderating effect test of multilayer linear model (HLM)$^a$. |
|------------------------|------------------------|
| variable               | $M_4$                  | $M_5$                  |
| First level variable   |                        |                        |
| age($\gamma_{10}$)    | .01(.05)               | .01(.05)               |
| sex($\gamma_{20}$)$^b$| .00(.05)               | -.00(.05)              |
| education($\gamma_{30}$)| .04(.03)            | .04(.03)               |
| Years of working in the company($\gamma_{40}$)| -.00(.01)         | -.00(.01)              |
| OBSE($\gamma_{50}$)   | .13* (.06)             | .17** (.06)            |
| prosocial motivation($\gamma_{60}$) | .11* (.05)    | .11* (.05)            |
| OBSE×prosocial motivation($\gamma_{70}$) | -.17* (.08) |                        |
| Second level variable  |                        |                        |
| Management openness($\gamma_{01}$) | .11* (.05) | .07* (.05) |
| $R^2_{within-group}$  | .11                    | .16                    |
| $R^2_{within-group}$  | .33                    | .33                    |
| model bias             | 832.43                 | 825.60                 |
Discussion

Theoretical and Practical Significance

First of all, the research results show that management openness has a positive impact on employee OBSE. The openness of leadership management enables employees to feel the attention and recognition from the leader and the organization and feel their value in the organization. Therefore, it is conducive to the formation of employees' positive self-concept and obtaining a higher level of OBSE. In particular, it is further found that OBSE plays a partial intermediary role between management openness and employee voice behavior. Employees with high OBSE often have a strong sense of control over voice behavior results, believing that their opinions and ideas can be accepted by managers and have a positive impact on the development of the organization. This sense of control and confidence means that employees have higher voice behavior efficiency and are more likely to participate in voice behavior. OBSE's intermediary utility shows that management openness does not have an impact on employee voice behavior through a single channel. Only when psychological security and OBSE are complemented and combined, can they better depict the mechanism and process between them.

In addition, the research integrates the decision-making calculation and pro-social motivation perspective, revealing the regulating effect of pro-social motivation on the OBSE-voice behavior relationship. Employees with low pro-social motivation rely on internal and external cues to calculate and judge the voice behavior results. Therefore, OBSE, as an internal cue, improves the perception of the effectiveness of employee voice behavior, helps employees with low pro-social motivation to form positive voice behavior result expectations, and finally drives employees to actively participate in voice behavior. On the contrary, driven by high pro-social motivation, employees pay less attention to voice behavior results. They tend to gain satisfaction in the process of serving and helping the organization without other external rewards and incentives [8]. The results show that voice behavior is driven by both decision calculation and pro-social motivation. But the combined effect of the two mechanisms is not a simple superposition of their independent effects. Pro-social motives weaken OBSE's influence on voice behavior to a certain extent, which means there is some compensation effect between the two. When there is a high internal driving force (i.e., prosocial motivation), employees do not need to look outside for reasons for action. In the case of insufficient internal driving force, employees are more dependent on the external environment for decision-making.

In terms of management practice, this study found that the open management behavior of leaders has a positive impact on employee voice behavior, which means that the organization can motivate employees to participate in voice behavior.
subordinates to put forward new ideas and ideas by training the open behavior of managers. At the same time, the study found the mediating effect of OBSE, indicating that the direct reason for employees' voice behavior is the improvement of OBSE. Previous studies have found that organizational support, leader-member exchange, work design and so on will have a positive impact on the OBSE of employees. From these perspectives, managers can improve the OBSE level of employees and their voice behavior level. Finally, the moderating effect of employees' pro-social motivations shows that enterprises should not only encourage and cultivate managers to become open leaders, but also pay attention to the level of pro-social motivations of different employees and adopt different management measures for different employees. Only in this way can managers reasonably allocate limited time and energy and maximize the possibility of employee voice behavior.

**Deficiencies and Future Research Direction**

Of course, this study also has some deficiencies. First of all, this study used cross-sectional data to study the relationship between variables, and it was difficult to investigate the dynamic process of the influence of openness in management over time on OBSE and voice behavior of employees. In the future, researchers can use time series design to precisely describe the relationship between variables through series data, which will make the causal relationship between related variables more convincing.

Secondly, this study regards voice behavior as a single dimension construct and fails to consider the impact of management openness on different types of voice behavior. Liang et al. (2012) divided voice behavior into two dimensions: accelerative voice behavior and inhibitive voice behavior. The former mainly refers to putting forward new ideas and new ideas for improving enterprise efficiency. The latter mainly refers to put forward some inhibitive views and measures to prevent the deterioration of enterprise problems. In particular, Liang et al. (2012) also pointed out that the influence of different psychological mechanisms on two kinds of voice behavior was different in intensity. In view of this, future studies can further test the respective mechanism of management openness on accelerative voice behavior and inhibitive voice behavior, and build a more clear and perfect management openness—employee voice behavior model. Finally, this study only selected the four most common demographic variables in the field of organizational behavior as control variables. Future research should consider more from the team and organizational level, and include variables such as team atmosphere, organizational culture and company size into the control variables, so as to further control the variation at the team or organizational level.

**Conclusion**

Through hierarchical linear model analysis, the following conclusions are obtained in this study: (1) management openness has a significant positive effect on employees' organizational self-esteem; (2) organizational self-esteem plays an intermediary role between management openness and employee voice behavior; (3) employees' prosocial motivation plays a regulating role between organizational self-esteem and voice behavior, that is, the stronger the employees' prosocial motivation is, the weaker the relationship between organizational self-esteem and voice behavior is.

**References**


