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NEW THOUGHTS ON RESEARCH FRAMEWORK FOR INTEGRATING LEADER VOICE-TAKING BEHAVIOR: A LITERATURE REVIEW BASED STUDY

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ABSTRACT

Objective: The purpose of this study is to conduct a relatively comprehensive literature review with leader voice-taking behavior as the core dimension in order to construct a logical quantitative research framework for studying organizational innovation in the hospitality industry.

Theoretical Framework: The framework can be used to guide the optimization of management processes in Chinese hospitality industry, especially in response to corporate innovation problems caused by leaders who do not pay attention to the voices of their front-line employees (FLEs).

Method: This study used a theoretical integration of a conventional review of literature textual research, drawing on persuasion theory, social information processing theory, and affective event theory to explain a model of leader voice-taking behavior.

Results and Discussion: The findings of this paper more systematically integrates the logical relationships between the dimensions related to leader voice-taking behavior, including message factors (promotive voice, prohibitive voice, issue importance, voice directness), source factors (employee's voice efficacy, value congruence, employee loyalty, employee expertise) and context factors (diversity, LMX) as predictable antecedents of leader voice-taking behavior. On the other hand, FOCC and affective factors (positive emotions, relational energy) are potentially mediating the relationship between leader discourse behavior and service innovation in FLEs.

Research Implications: This study provides theoretical support for leadership-employee related behavioral theories, emphasizes the role of voice-taking behavior in corporate innovation, and is instructive for quantitative analysis of Chinese hospitality industry related to this type of research.

Originality/Value: This study contributes to the literature review by leader voice-taking behavior. This is academically capable of guiding other related research and has a strong academic value.

Keywords: Voice-taking, Behavior, FLES, Innovation.

NOVAS REFLEXÕES SOBRE A ESTRUTURA DE PESQUISA PARA INTEGRAR O COMPORTAMENTO DE TOMADA DE VOZ DO LÍDER: UM ESTUDO BASEADO EM REVISÃO DA LITERATURA

RESUMO

Objetivo: O objetivo deste estudo é realizar uma revisão relativamente abrangente da literatura com o comportamento de tomada de voz do líder como dimensão central, a fim de construir uma estrutura lógica de pesquisa quantitativa para estudar a inovação organizacional no setor de hospitalidade.

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Referencial Teórico: A estrutura pode ser usada para orientar a otimização dos processos de gestão no setor hoteleiro chinês, especialmente em resposta aos problemas de inovação corporativa causados por líderes que não prestam atenção às vozes de seus funcionários.

Método: Este estudo usou uma integração teórica de uma revisão convencional da pesquisa textual da literatura, com base na teoria da persuasão, na teoria do processamento de informações sociais e na teoria dos eventos afetivos para explicar um modelo de comportamento vocal do líder.

Resultados e Discussão: As descobertas deste artigo integram de forma mais sistemática as relações lógicas entre as dimensões relacionadas ao comportamento de tomada de voz do líder, incluindo fatores de mensagem (voz promocional, voz proibitiva, importância da questão, franqueza da voz), fatores de origem (eficácia da voz do funcionário, congruência de valores, lealdade do funcionário, experiência do funcionário) e fatores de contexto (diversidade, LMX) como antecedentes previsíveis do comportamento de tomada de voz do líder. Por outro lado, a FOCC e os fatores afetivos (emoções positivas, energia relacional) são potencialmente mediadores da relação entre o comportamento discursivo do líder e a inovação de serviços nas FLEs.

Implicações da Pesquisa: Este estudo fornece suporte teórico para as teorias comportamentais relacionadas à liderança e aos funcionários, enfatiza a função do comportamento de tomada de voz na inovação corporativa e é instrutivo para a análise quantitativa do setor de hospitalidade chinês relacionada a esse tipo de pesquisa.

Originalidade/Valor: Este estudo contribui para a revisão da literatura por meio do comportamento de tomada de voz do líder. Ele é academicamente capaz de orientar outras pesquisas relacionadas e tem um forte valor acadêmico.

Palavras-chave: Tomada de voz, Comportamento, FLES, Inovação.

NUEVAS REFLEXIONES SOBRE EL MARCO DE INVESTIGACIÓN PARA LA INTEGRACIÓN DEL COMPORTAMIENTO DE TOMA DE VOZ DEL LÍDER: UN ESTUDIO BASADO EN LA REVISIÓN DE LA LITERATURA

RESUMEN

Objetivo: El propósito de este estudio es llevar a cabo una revisión bibliográfica relativamente exhaustiva con el comportamiento de toma de voz del líder como dimensión central a fin de construir un marco de investigación cuantitativo lógico para estudiar la innovación organizativa en la industria hotelera.

Marco Teórico: El marco puede utilizarse para orientar la optimización de los procesos de gestión en la industria hostelera china, especialmente en respuesta a los problemas de innovación empresarial causados por líderes que no prestan atención a las voces de sus empleados.

Método: Este estudio utilizó una integración teórica de una revisión convencional de la investigación textual de la literatura, basándose en la teoría de la persuasión, la teoría del procesamiento de la información social y la teoría del evento afectivo para explicar un modelo de comportamiento vocal del líder.

Resultados y Discusión: Los resultados de este trabajo integran de forma más sistemática las relaciones lógicas entre las dimensiones relacionadas con el comportamiento de toma de voz del líder, incluidos los factores de mensaje (voz promotora, voz prohibitiva, importancia del tema, franqueza de la voz), los factores de origen (eficacia de la voz del empleado, congruencia de valores, lealtad del empleado, experiencia del empleado) y los factores de contexto (diversidad, LMX) como antecedentes predecibles del comportamiento de toma de voz del líder. Por otra parte, el FOCC y los factores afectivos (emociones positivas, energía relacional) son potencialmente mediadores de la relación entre el comportamiento discursivo del líder y la innovación de servicios en los FLE.

Implicaciones de la investigación: Este estudio proporciona apoyo teórico a las teorías conductuales relacionadas con el liderazgo-empleado, enfatiza el papel del comportamiento de toma de voz en la innovación corporativa y es instructivo para el análisis cuantitativo de la industria hotelera china relacionada con este tipo de investigación.

Originalidad/Valor: Este estudio contribuye a la revisión de la literatura por el líder comportamiento de toma de voz. Desde el punto de vista académico, puede orientar otras investigaciones relacionadas y tiene un gran valor académico.

Palabras clave: Toma de voz, Comportamiento, FLES, Innovación.

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1 INTRODUCTION

China has entered a period of service economy (Overholt, 2016; Shek et al., 2015). Since 2015, when the value added of China's tertiary sector exceeded 50% of GDP for the first time, the service sector has been occupying "Half of the GDP" and has become the new engine of China's economic development. According to the bulletin of China National Bureau of Statistics, the contribution of China's service sector to national economic growth from 2017 to 2019 was 58.8%, 59.7% and 59.4% respectively, while in 2020 the service sector's contribution to economic growth dropped to 46.3% due to the influence of the COVID-19 pandemic, which had a significant impact on the collective and contacted service sectors, but still ranked first among the three industries. The contribution rate grows to 56.1% in 2023, providing important support for China's sustained and stable economic recovery.

Along with the booming service economy in China, there is a fundamental change in the way the service industry competes, i.e., from traditional hardware competition to the competition of service quality now (Wu et al., 2015). Service innovation will inevitably become one of the key factors for socioeconomic growth, organizational survival and maintaining competitive advantage (Schaarschmidt, 2016; Li et al., 2020). In the hospitality scenario, the front-line employees (FLEs) are not only an important medium for identify changes of customer needs in the process of service contact, but also the undertaker of service quality, the source of innovation, and the executor of service innovation.

However, although some hotels in China objectively provide employees with higher salary levels in the industry and actively adjust their working hours, there is still an image of high turnover rates. The high turnover rates of FLEs may be due to subjective poor relationships with superiors and insufficient support and recognition from superiors. Some studies have shown that power distance is greater in China compared to Western countries, and Chinese employees are more concerned about the relationship with their superiors (Farh et al., 2007; Lin & Sun, 2018). Employees who are able to maintain good communication and friendly relationships with their superiors are motivated to improve performance and stimulate FLEs' innovative behaviors at work (Zhang et al. 2020; Botero & Van Dyne, 2009). Therefore, it is

important for hotel managers to strengthen communication and interaction with their employees, which not only helps to reduce the turnover rate of frontline employees, but also stimulates service innovation and creative value of employees, which has important practical significance.

Sundbo and Toivonen (2011) points out that front-line hotel staff may create a new, non-repetitive, special solution to a specific customer problem, which is an embodiment of the important value of staff service innovation. Front-line employees (FLEs) and managers play a pivotal and irreplaceable role in the substantive change and innovation process (Sundbo & Toivonen, 2011; Howitt, 2007). Employees' discretionary behavior focused on expressing constructive viewpoints, concerns, or suggestions regarding work-related matters is known as employee voice (Milliken et al., 2003; He et al., 2019). Employee voice is a change-oriented behavior which aims at increasing organizational effectiveness and improving organizational performance (Morrison & Milliken, 2000), hence the voice-taking behavior as a recognized and supportive leadership behavior usually leads to certain positive results. Related studies have shown that work teams and organizations achieve superior results when having effective response and endorsement for employee voice, such as facilitating high-quality decision-making, identifying potential problems, and adapting to a competitive business environment (Xiong et al., 2018; Detert et al., 2013; Morrison, 2011; Morrison & Milliken, 2000).

Based on the above background, this study delved into the academic theories related to leader voice-taking behavior, focusing on the correlation between informational factors (facilitative voice-taking, prohibitive voice-taking, importance of the issue, and directness of voice-taking), sourcing factors (employee voice-taking efficacy, employee expertise, employee loyalty, and value congruence), and situational factors (diversity, LMX), FOCC, positive emotions, relational Correlations between energy and employee service innovation. to integrate a quantitative research framework of HRM behavioral theory based on voice-taking and innovation suitable for studying the Chinese hospitality industry.

2 THEORETICAL FRAMEWORK

In organizational behavior, theories related to employee voice stem from persuasion theory. Persuasion Theory is a multifaceted and interdisciplinary field situated at the confluence of communication, psychology, and rhetoric. It constitutes a systematic framework designed to comprehend the intricate processes and strategies involved in influencing, shaping or changing individuals' attitudes, beliefs, opinions and behaviors through the deployment of persuasive

messages (Hovland & Weiss, 1951; Chaiken, 1980; Halawi et al., 2024). This theoretical construct aims to dissect the fundamental elements, mechanisms, and context factors that underlie the effectiveness of persuasive communication.

With regard to the key elements of persuasion theory, there are: Source, the source or message provider plays a pivotal role. Scholars examine the credibility, authority, expertise, and attractiveness of the source, as these factors significantly influence the reception and acceptance of persuasive messages; Message means the content and structure of information. This involves crafting messages that employ persuasive strategies,compelling arguments, emotional appeals, and rhetorical devices to achieve the desired outcome; Audience (Recipient), understanding the traits, attitudes, values, and beliefs of the target audience is fundamental. Persuasion scholars explore how tailoring messages to align with the audience's mindset can enhance the effectiveness of persuasion efforts. Context, it contains the contextual cues of communication environment that can influence the persuasion effectiveness. Studies indicate that the factors such as cultural context, timing and communication channel to make better sense of and interpret the employee voice (Petty & Briñol, 2015; O' Keefe, 2009; Hyland, 1998).

Weick (1976) and Hickson et al. (1971) separately introduced the social information processing theory (SIPT). They investigated the flow and processing of information within organizations, emphasizing the asymmetry of information and its important impact on decision-making. These theories tend to oversimplify the complexity of human cognition and the role of social factors in the decision-making process. In contrast, SIPT emphasizes the importance of accessing and interpreting information in a social context.

Meanwhile, Salancik and Pfeffer (1978), focusing on the internal processing of power, control, and information within organizations, introduced more elements from sociology and management and contributed significantly to the development of this theory. This is summarized in four dimensions of theoretical connotations covering resource dependence perspective, which emphasize the significance of power and dependent relationships in shaping how organizations acquire and utilize social information; Inter-organizational information exchange, highlights that organizations do not exist in isolation but are interconnected through networks, and SIPT demonstrates how information flows across organizational boundaries, impacting decisions and outcomes; Organizational legitimacy, proposes that organizations actively seek and manage information to enhance their legitimacy in the eyes of external stakeholders, which shed light on the strategic role of information in organizational decision-making; Information ambiguity and control, explores how organizations cope with uncertainty

by manipulating the perception of information ambiguity and using control mechanisms to maintain power.

On the other hand, affective events theory (AET) is a framework that explores the impact of emotions on individuals within a workplace context. The origins of AET can be traced back to the work of Weiss and Cropanzano (1996). Their research laid the foundation by introducing the concept of emotional events in the workplace. They highlighted how emotions influence job satisfaction and performance, marking the inception of AET. Barsade and Gibson (2007) expanded AET by focusing on emotional contagion within teams. Their research emphasized how emotions can spread among team members, affecting group dynamics and performance. This work extended the scope of AET to include interpersonal emotional influence. Besides, some researchers applied AET to the study of leadership by investigating how leaders influence the emotions of subordinates and how leaders' emotional management impacts employee performance (Goswami, 2016; Dasborough, 2006; Pirola-merloetal., 2002). This extension of AET shed light on the role of leadership in affective events.

In recent years, research on employee voice behavior has led to studies related to leader voice-taking behavior. Some concepts previously used in research may offer perspectives for explaining the phenomenon of leader voice-taking, including managerial openness (Detert & Burris, 2007), voice endorsement (Burris, 2012), voice implementation (Chen, 2019), and others. There are also broader concepts such as supervisory responsiveness (Janssen & Gao, 2013). Early research related to leader voice-taking behavior mostly focused on exploring managerial openness. Ashford et al. (1998) introduced the concept of top management openness, where they believed that top management openness primarily manifested in managerial openness, meaning that top managers were open to the ideas of their subordinates. This was seen as a favorable organizational context for subordinates to engage in issue-selling and upward influence. Building on this, Detert and Buris (2007) defined managerial openness as subordinates' perceptions that their boss listens to them, is interested in their ideas, gives fair consideration to the ideas presented, and at least sometimes takes action to address the matter raise. Their definition of managerial openness involves leaders supporting employee voice, being willing to listen to their opinions, and taking action to some extent on the issues raised by employees, which has important implications for the concept of leader voice-taking behavior.

Table 1

Concepts Related to Leader's Voice-taking Behavior

Relevant concepts	Source	Definition	Insights into the Connotation
Top-Level Management Openness	Ashford (1998)	Top-level management exhibits an open attitude towards the ideas of their subordinates.	Encouraging voice; The willingness to listen.
Managerial Openness	Detert & Burris (2007)	Subordinates perceive that their superiors are willing to hear their opinions, express genuine interest in their ideas, and give fair consideration. Occasional action taken in response to the issues raised by subordinates.	Signifying a willingness to listen and respond.
Voice Endorsement	Burris (2012)	The extent to which leaders listen, pay attention to and allocate resources to the employee voice, reflecting in their belief that the voices have potential value, and are inclined to relay these voices to upper-level leadership.	Supporting and encouragement for employee voice.
Managerial Consultative Behavior	Tangirala & Ramanujam (2012)	Employees perceive the degree to which managers solicit and listen to their voice or concerns regarding work-related issues.	A seeking of counsel.
Voice Implementation	Baer (2012); Chen (2019)	The level of effort and allocation of resources by superiors in implementing employee voices.	The implementation of employee voice.
Supervisory Responsiveness	Saunders (1992); Janssen & Gao (2013)	Employees believe that their superiors can act fairly, promptly, justly, and are willing to take action and effectively address their voice.	A positive response to employee voice.

With the growing academic exploration of employee voice behavior, a number of studies related to leader voice behavior have begun to focus on leader responsiveness to employee voice. Janssen and Gao (2013), building directly on Saunders et al. (2008), introduced the concept of supervisory responsiveness. It refers to the extent to which employees perceive their supervisors to be fair, timely, impartial, and willing to take action and deal effectively with their voices. The concept primarily emphasizes the positive response of leaders to employee voice. However, Chiaburu et al. (2013) noted that supervisors' responses to employee voices can be both positive and negative. Managers can respond to voice events based on ideas, the voice behavior itself, and the voice provider. Despite the gradual attention paid by academics to the role of voice-taking in human resource management, there is still no relative unity in its conceptual analysis. The following table lists some of the major conceptual perspectives.

This study finds that Burris (2012) concept of voice endorsement is more closely aligned with the essence of leader voice-taking behavior. In recent years, organizational research scholars also tend to use this concept and replace the term "endorsement" with "voice-taking" (Wei, 2020; Zong & Han, 2022; Zhang et al, 2019). Therefore, this study adopts his concept to

define leader voice-taking behavior, which means the extent to which leaders listen, pay attention to, and allocate resources to the suggestions made by employees. It reflects leaders' acceptance, recognition, and support for employee voice.

3 METHODOLOGY

This study used the conventional research method of literature reading and summarization. The theoretical foundations for research related to leadership voice-taking behavior include persuasion theory, social information processing theory, and affective-event theory. The following section primarily elaborates on the core concepts of these theories and their logical links to research on leader voice-taking behavior.

Whiting et al. (2012) developed a model of leadership performance evaluation response based on persuasion theory. They explored the impact of message characteristics, source attributes, and context on managers' performance assessments of those who provide advice. The findings suggest that the more detailed the solutions offered, the more positive the framing of attributes, the more professional and trustworthy the advice provider, the earlier the timing of the advice, and the greater the encouragement from the organization for providing advice, the higher the perceived constructiveness of the advice, and advice providers are more likely to receive higher performance ratings. Sherf et al. (2018) emphasized the expertise of advice providers, suggesting that the more professional subordinates are, the more persuasive their advice becomes, making it more likely for managers to adopt their suggestions. Zhang and Li (2016) proposed a persuasion process model for managerial advice-taking based on persuasion theory. It also argued that the advice source, the message, the context, and the manager would have a significant impact on the persuasive effectiveness and managerial decision-making.

Moreover, some research introduced the elaboration likelihood model (ELM) of social persuasion (Zhao et al., 2021; Teng et al., 2014). This model categorizes attitude change into the central route and the peripheral route. Changes in attitude can lead to central attitude alteration, peripheral attitude change, or no change (Petty & Cacioppo, 1986). When advice givers adhere to the central route or elaborate route, the persuasion effectiveness is optimized. Building on this theory, they explored the connection between employee voice, voice-taking, and voice solicitation, finding that when managers perceive the constructive nature of voice, they engage in voice-taking and solicitation, with this process being moderated by rational persuasion. The above studies collectively demonstrate that the four factors of persuasion theory have a significant impact on persuasion effectiveness. Moreover, these factors may

individually influence persuasion effectiveness or interact with each other. Employee voice and leader voice-taking can be considered a form of communication, wherein persuasion theory is highly applicable to research on leader voice-taking behavior.

SIPT suggests that an individual's psychology and behavior are influenced not only by personal needs or goals but also by environmental cues, as these cues provide social information that can impact and regulate one's psychology or behavior (Salancik & Pfeffer, 1978). Social cues conveyed by influential figures in the social environment are crucial for individuals to understand what is happening in their work context. Managers in organizations hold formal roles as performance evaluators and mentors to subordinates. They also have decision-making authority regarding subordinates' salary increases, promotions, and training and development opportunities. Therefore, the information released by managers is of utmost importance to group members and may affect their attitudes and behaviors at work (Lau & Liden, 2008). Leader voice-taking is the attitude and behavioral response of leaders in the workplace towards employee advice, and it provides social cues that can help employees understand the work context and needs, subsequently influencing their psychology and behavior.

Firstly, considering it from the perspective of information processing and decision-making processes, SIPT focuses on how individuals process and interpret social information, and leader voice-taking behavior involves leaders' acceptance and acknowledgment of employee voice, which also entails information processing and decision-making processes. Therefore, the theoretical framework of SIPT can be applied to understand how leaders process feedback information. Furthermore, based on the basic assumptions of SIPT, team members shape their perceptions, attitudes, and behaviors based on the information they receive (Bontis et al., 2002). Within an organization, leaders are often the most significant social sources of information for employees. Therefore, leadership behavior often carries the content and manner of information transmission for the organization or team. SIPT emphasizes the establishment of trust in the interaction process, which is equally crucial for the relationship between leaders and employees. As a form of bottom-up leadership behavior, leader voice-taking behavior emphasizes interactive communication and trust support between superiors and subordinates and can have a positive impact on employees' subsequent behavior and attitudes (Zong & Han, 2022; Zhang et al., 2019). Therefore, leader voice-taking behavior signals recognition and support to employee voice in the workplace, also provides social clues for staff to understand work situation and requirements. Which in turn influences employees' psychological cognition and behavior. The theory provides insights for examining the influence mechanism of leader voice-taking behavior on employee innovation behavior from the cognitive perspective.

Last but not least, the core concept of AET is that the events individuals experience in the workplace can affect their emotional states, which, in turn, influence their attitudes and behaviors (Weiss & Cropanzano, 1996). Furthermore, work-related events act as immediate triggers that elicit emotions and subsequently impact work attitudes and behaviors. It defines work-related events as those that induce changes in the environment and trigger mood and emotional reactions among people. The concept of AET emphasizes how the events an individual experiences in the workplace can affect their emotional state, which then impacts job satisfaction and performance (George, 2007; Humphrey et al., 2015).

Leaders in organizations have formal roles as performance evaluators and mentors to subordinates. They also have decision-making authority regarding subordinates' salary increases, promotions, and training opportunities. Therefore, leadership behavior has a notable influence on the emotional expressions of subordinate employees. Leader voice-taking behavior is atypical example of an emotional event. Leader voice-taking as a positive leadership behavior, demonstrating leaders' support, recognition, and adoption of the employee voice, can stimulate positive emotional responses in that has a positive impact on employee attitude and behavior at work. AET provides a good theoretical basis for explaining the relationship between leader voice-taking and employee innovation behavior from the affective perspective.

Based on the above literature review, these theories can clearly guide the logical implementation of voice-taking behavior in organizational management, which can provide theoretical support for its dimensional construction and subsequent research framework.

4 RESULTS AND DISCUSSION

In the previous studies, researchers have found that despite the pivotal role of voice in organizational development, leaders do not always react positively to advice and, in some cases, may even express aversion to it (Fast et al., 2014). Therefore, in the field of organizational management, there has been a surge of studies exploring the influencing factors of leader voice-taking behavior. These factors can be categorized into four main aspects: source factors, voice characteristics, recipient factors, and context factors. This part provides a detailed review of these four aspects.

4.1 SOURCE FACTORS

Source factors primarily refer to the personal characteristics of the advice provider,

which influence how the voice is evaluated by the recipient. These factors typically include expertise, confidence, and personal reputation.

(i) Expertise: people tend to pay more attention to feedback from experts (Albright & Levy, 1995), likely because expert knowledge is perceived as more reliable (Limoges, 1993). When the advisor exhibits a high level of expertise, managers tend to perceive the advice as more constructive, leading to higher performance evaluations for the advisor (Whiting et al., 2012). Research by Wei et al. (2015) suggests that the higher the subordinates' expertise, the more likely superiors are to adopt their promotive voice. Subordinate expertise does not have a direct relationship with superiors' adoption of inhibitive voice, this correlation only becomes significant under conditions of high superior status.

(ii) Confidence: the confidence of the advice giver can reduce the decision maker's uncertainty about the advice, as high confidence serves as an informal form of social influence (Sniezek & Van Swol, 2001), influencing the decision maker's trust in the advisor and, consequently, their adoption of the advice.

(iii) Personal reputation: the personal reputation of the advisor enhances their influence and is a comprehensive evaluation of an individual's qualities, job capabilities, and performance (Ferris et al., 2016). Personal reputation can reduce perceptions of uncertainty and help leaders alleviate the pressure and anxiety associated with accepting advice. It enhances leaders' constructive perceptions of advice and their perception of prosocial motivation, ultimately increasing their willingness to adopt advice (Ai-Atwi et al., 2023).

4.2 VOICE CHARACTERISTICS

The characteristics of voice are specific attributes or qualities of the voice that employees use to express their opinions or concerns. They typically include voice types, voice strategies, the speech styles of voice, and voice content, etc.

(i) Voice type: different types of voice can lead managers to assess the voice content and the advisor differently. Burris (2012) points out that prohibitive voice, whether implicit or explicit criticism of a manager or a set of routine procedures overseen by a manager, aimed at changing, revising or undermining widely accepted practices, policies or directions, may intensify task conflicts between employees and managers, triggering the manager,s perception of threat. In contrast, the promotive voice does not conflict with the organizational status quo, and managers are more likely to perceive loyalty from employees, making them more likely to adopt promotive voice.

(ii) Voice strategy: the way voice is expressed can also affect managers, acceptance and adoption of the voice. Matsunaga (2014) developed a scale of employee voice strategies via four studies in Japan and argued that proactive personality was positively connected with assertive strategies, and negative emotion display showed negative association with voice strategy use in general. Lam et al. (2019) provided theoretical explanations from the perspectives of psychological threat and communication clarity. However, empirical results indicated that only the perspective of communication clarity was supported. In other words, direct voice was significantly positively correlated with managerial acceptance, and the more polite and credible the advisor, the stronger the positive relationship between them.

(iii) Speech style: employee voice is a form of communication between the voicer and the receiver. The phenomenon of voice can be understood as a result of a complex mixture of communication components, not just as a means of conveying information (Simon-Thomas et al., 2009). Therefore, Jung (2014) suggests that the speech style has a significant impact on the recipient's response. Specifically, an assertive speech style refers to an individual's direct, confident, and forceful expression of their ideas, leaving little room for others to underestimate or validate their thoughts (Fragale, 2006; Leaper & Ayres, 2007). This style may reduce the recipient's perception of constructiveness and increase their perception of threat, thereby decreasing acceptance of the voice. On the other hand, a tentative speech style is a gentler style that lacks pressure. Individuals with this style tend to be other-oriented, uncertain, and hesitant when expressing their ideas (Reid et al., 2009). Such expressions give the recipient enough space to evaluate the voice. Consequently, this style may increase the recipient's perception of constructiveness and reduce their perception of threat, thereby increasing acceptance of the voice.

(iv) Voice content: Burris et al. (2017) argue that the content of voice and its implications for implementation determine how managers assess the value of the voice. They extracted three dimensions of voice content through qualitative research: the importance of voice, the resources required to implement voice, and the interdependence of tasks involved in implementing the voice. Employee identification of professional and organizational can significantly influence the content of their voice. Employees with high professional identification may be less concerned about the resources required to execute their ideas and the interdependence of tasks, which may reduce managers' acceptance and attention to the voice. The research found that voices with lower importance for execution, high resource constraints, and high levels of task dependence received less endorsement from managers.

4.3 RECIPIENT FACTORS

Recipient factors refer to specific elements related to the individuals who are the target of persuasion attempts. These factors typically encompass the psychological, emotional, cognitive, and behavioral characteristics of the individual, as well as their personal traits.

(i) Emotions: emotions can influence decision-makers' cognition, judgment, and behavior, affecting their theoretical judgment of external advice and, consequently, their degree of advice adoption (Gino & Schweitzer, 2008). Research has shown that decision-makers are more likely to accept employee voice when they are in a positive emotional state (Mansell & Lam, 2006; Duan et al., 2014). This is because decision-makers in a positive emotional state tend to trust advice-givers more, while negative emotions may lead to a disregard for others' advice. However, this conclusion does not apply to anxiety as a negative emotion. The study by Gino et al. (2012) has shown that decision-makers with anxiety are more likely to adopt the advice.

(ii) Self-efficacy: managers' perception of their inability to effectively demonstrate the required abilities for their managerial roles can create a sense of threat, affecting their response to employee voice. In other words, managers with low managerial self- efficacy are more likely to be influenced by the negative self-related implications behind employee voice (Fast et al., 2014). Managers with high self-efficacy believe in their ability to handle the problems and risks that employee proactive behavior might bring, making them more likely to adopt the voice (Parker et al., 2018; Ozyilmaz et al., 2017).

(iii) Power: the study by Tost et al. (2012) argue that power endows individuals with resource allocation advantages, making them act more independently, less reliant on others, and less willing to engage in information and benefit exchanges with low-power individuals. High power can also lead leaders to overestimate their abilities, resulting in a significant discounting effect on voice, meaning that high-power individuals are less likely to adopt suggestions (See et al., 2011). Liao et al. (2021) suggests that leaders with a low power distance orientation may be more open to receiving voice compared to their counterparts. While Zhou et al. (2022) discovered a two-way interaction between the recipient power and the degree of creativity, indicating that, in contrast to individuals with low power, those with high power displayed greater endorsement for high degree of creativity.

(iv) Narcissism: narcissists often have excessive self-confidence and always believe they can make accurate judgments based on their abilities, even thinking that their judgments are more accurate than those of others (Campbell et al., 2004; Krueger & Mueller, 2002;

Nelwan et al., 2024). Kausel et al. (2015) suggests that when narcissism is measured as a state or as a trait, controlling extraversion, narcissism is negatively correlated with voice-taking. Zhan and Dai (2019) suggest that narcissistic leaders adhere to selfish principles and exhibit a tendency to suppress knowledge, making them less likely to take employee voice.

(v) Positive self-labels: the labeling effect suggests that individuals tend to make their behavior consistent with labels (Guadagno & Burger, 2007). Therefore, decision-makers with positive self-labels may be more likely to take voice. The results of research by Duan et al. (2014), conducted through three experiments, found that the use of positive self-labels by decision-makers significantly positively influenced voice-taking.

4.4 CONTEXT FACTORS

Context factors are the characteristics of the environment in which information is conveyed or the means through which message is transmitted. Previous research on context has mainly included task difficulty, timing of voice and organizational norms.

(i) Task difficulty: studies have shown that task difficulty can influence the degree of advice adoption. Decision-makers are more inclined to heed others' advice when facing complex and difficult tasks, while they are less likely to adopt advice when dealing with simple tasks (Schrah et al., 2006; Gino & Moore, 2006).

(ii) Timing: when employees voice their opinions early in the management practice, project, or a particular process, their advice is more likely to be adopted by managers. This is because if employees present challenging ideas late in the process, managers have limited time to assess expected outcomes and make necessary changes, leading to a negative attitude, even if the ideas are inherently valuable (Whiting et al., 2012).

(iii) Organizational norms: norms within an organization that encourage voicing opinions make voice behavior seen as constructive, aimed at enhancing the organizations operational capabilities. This leads managers to believe that employee voice behavior is reasonable, necessary, and beneficial for the collective, increasing their propensity to solicit advice from employees and adopt suggestions (Whiting et al., 2012).

In summary, the elucidation and analysis of the four categories regarding source, characteristic, recipient and context, based on the persuasion theory, have been widely accepted by most scholars and applied in subsequent studies. The research outcomes in this regard are relatively abundant, providing a solid research foundation for the antecedent part in this study.

4.5 THE OUTCOMES OF LEADER VOICE-TAKING BEHAVIOR

Leader voice-taking refers to the recognition and adoption of employee suggestions or feedback by leaders, representing a positive response to employee input. Due to its aim to improve organizational efficiency and effectiveness, leader voice-taking behavior can yield several positive outcomes. This part are some of the key effects.

(i) Enhanced decision accuracy: leader voice-taking behavior allows leaders to access additional information and knowledge that they may not possess due to their limited capabilities and knowledge. Employee suggestions provide a broader perspective on issues, improving leaders, judgment and decision-making accuracy (Yaniv, 2004; Gino & Schweitzer, 2008). Additionally, it can help leaders reduce self-centered biases, enabling more objective decision-making (Yaniv & Hille, 2011).

(ii) Perceived workplace influence: leader voice-taking can be viewed as a form of employee participation in decision-making at work. It may be a relatively indirect means of employee participation in decision-making, but it is nonetheless important. When leaders are willing to listen to employee viewpoints regarding organizational issues, it makes the subordinates feel that their contributions are recognized and valued, enhancing their perception (Tangirala & Ramanujam, 2012).

(iii) Perceived employee status: leader voice-taking behavior demonstrates leaders, respect and support for those offering voices, emphasizing their recognition and appreciation. It allows those who provide voice to perceive themselves as valuable contributors, leading to a heightened sense of perceived status (Janssen & Gao, 2013) and fostering leader-member exchange (Cha & Borchgrevink, 2017). Furthermore, Sun et al. (2022) found that leader voice-taking can enhance coworkers' perception of status threat, thereby stimulating coworkers' motivation for self-improvement.

(iv) Subsequent employee voice: research evidence suggests that leader voice-taking promotes subsequent employee voices. Leader voice-taking sends a message to employees that leaders encourage and welcome their input. When leaders adopt employee voices, it fosters an atmosphere that encourages further employee feedback. This increases employees' psychological safety and, as a result, their willingness to provide more voices (Fast et al., 2014). Additionally, leader voice-taking enhances employees' perception of influence and status, encouraging them to engage in more voice behavior (Janssen & Gao, 2013; Sun et al., 2022). Research by Zhang et al. (2020) argued that leader voice-taking can boost employees' sense of meaningfulness in their work and their belief in the effectiveness of their suggestions, thereby

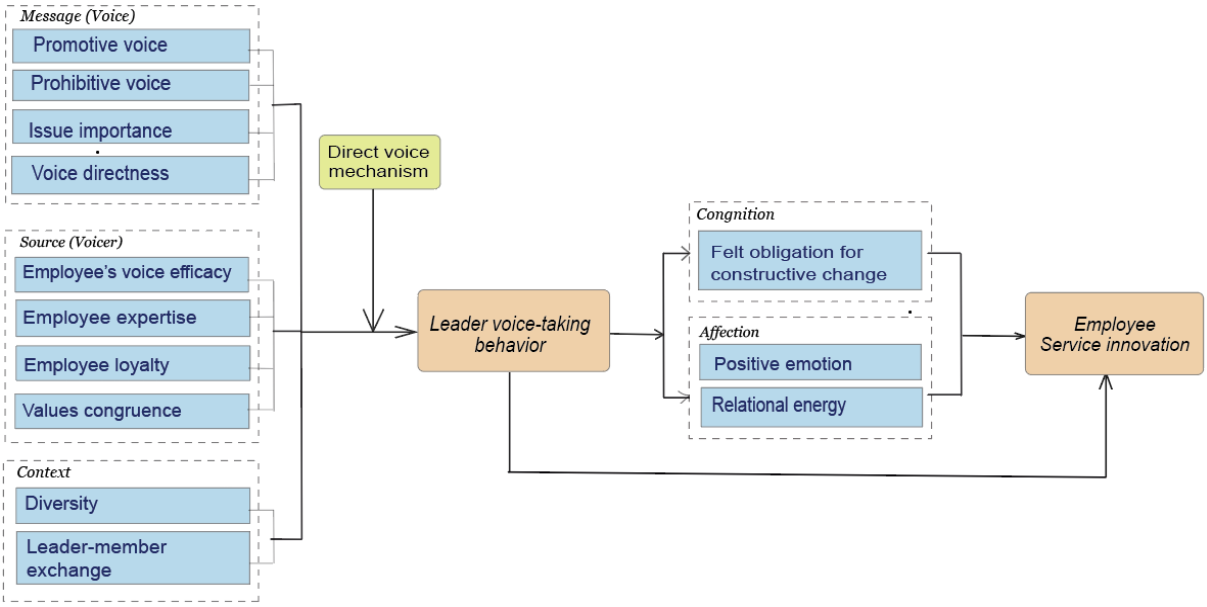
increasing subsequent employee voice.

(v) Team prosperity and creativity: studies have shown that leader voice-taking, as a positive response to team members' voices, profoundly influences team members' attitudes and subsequent behavioral choices (Zong & Han, 2022). On one hand, leaders taking voice actions imply that team members have accumulated successful experiences in making voices, boosting their confidence in achieving relevant accomplishments (Sun et al.,2022; Maynes & Podsakoff, 2014). On the other hand, the process from making suggestions to having them adopted reinforces emotional bonds and collective agency among team members. Timely feedback and endorsement from leaders regarding constructive suggestions have the effect of motivating a sense of team efficacy, thereby promoting team prosperity and innovation (Zong & Han, 2022).

4.6 DEVELOPMENT OF A RESEARCH FRAMEWORK

Figure 1

Developed Research Framework



Source: Designed from the authors

Drawing upon the Persuasion Theory, Social Information Processing Theory and Affective-events Theory, the explanation of the model of leader voice-taking behavior is proposed in this section. The research model comprises several constructs, including message factors (promotive voice, prohibitive voice, issue importance, voice directness), source factors (employee's voice efficacy, value congruence, employee loyalty, employee expertise) and context factors (diversity, LMX) as predictable antecedents of leader voice-taking behavior.

Besides, FOCC and affection factors (positive emotion, relational energy) will mediate the relationship between leader voice-taking behavior and FLEs' service innovation. Based on the theoretical guidance from the relevant literature, this study designed a research framework incorporating leader voice-taking behavior. As shown in the figure above.

5 CONCLUSION

This paper provides an overview of previous theory and research related to aspects of leader voice-taking behavior, and summarizes the following dimensions: message factors (promotive voice, prohibitive voice, issue importance, voice directness), source factors (employee's voice efficacy, value congruence, employee loyalty, task performance) and context factors (diversity, LMX), direct voice mechanism, leader voice-taking behavior; felt obligation for constructive change, positive emotion, relational energy and employee service innovation. Meanwhile, the review of past research has uncovered mixed outcomes, offering a compelling reason for reexamining variables in the context of FLEs within Chinese hospitality industry. Following the literature review, the interrelationships between the dimensions have been formulated from the model, drawing on previous studies, with the objective of investigating the antecedents (message, source, context) of leader voice-taking behavior, and exploring the impact of leader voice-taking behavior on FLEs' service innovation in Chinese hospitality industry.

The review of the literature helped to sort out prior theories and research related to leaders' listening to employees' opinion behaviors. Meanwhile, the review of past studies found mixed results, which is a compelling reason to revisit the variables in the context of FLEs in the Chinese hospitality industry. Following the literature review, interrelationships between dimensions were proposed from the model, drawing on prior research aimed at investigating the antecedents of leader voice-taking behaviors (information, source, and context) and exploring the impact of the behaviors on service innovation in the context of FLEs in hospitality industry.

In China's hospitality industry, leader voice-taking behavior to employees is critical to employee service innovation. First, by actively listening to employees' suggestions and opinions, leaders can better understand employees' needs and ideas, thereby increasing employees' job satisfaction and loyalty. Second, leader voice-taking behavior can promote communication and cooperation within the organization, creating a more open and inclusive work environment, which is conducive to the joint efforts of employees to achieve innovation

goals. In addition, leaders' listening behavior can also stimulate employees' creativity and teamwork spirit, and promote the continuous development and improvement of service innovation.

However, there are some limitations in the research. First, most of the existing studies focused on the theoretical level and lacked specific guidance on practical implementation. Therefore, future research could focus more on how to practically operate in order to improve leaders' listening to employees' opinions behavior. Second, existing studies have mainly focused on the specific context of China's hospitality industry and lacked cross-cultural and cross-industry comparative studies. Therefore, future research could compare voice-taking behaviors in different cultural and industry contexts to gain a comprehensive understanding of their influencing factors and effects. Finally, most of the existing research focuses on the influencing factors of voice-taking behavior, and lacks an in-depth exploration of its specific effects. Therefore, future research can pay more attention to the specific influence mechanism of voice-taking on employee service innovation to improve its practical value and guiding significance.

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