

ABSTRACT

In today's highly competitive and dynamic business environment, employee voice has certainly been recognized as one of the most critical ingredients for improving organizational functioning. Concerning its relevance, the concept has indeed gained the increasing attention of both OB academicians and practitioners. By departing from the narrow focus of the voice researchers in the past, the present study makes a rich contribution by encompassing both promotive and prohibitive aspects of voice. The purpose of the study lies in identifying the most suitable leadership style out of transformational, ethical and empowering leadership for promoting promotive and prohibitive voice on grounds of social exchange and social learning theory. The study also examines the mediating impact of leadership member exchange (LMX) and moderating impact of individual power distance orientation (IPDO). Additionally, the impact of promotive and prohibitive voice on various individual level employee outcomes has also been examined by taking into consideration the much-neglected impact of idea endorsement. The whole study was divided into two phases by adopting a cross-lagged design. In phase 1, the impact of proposed leadership styles on promotive and prohibitive voice via mediating impact of LMX and moderating impact of individual power distance orientation was examined. In this phase, data was collected from 416 employees, and structural equation modelling (SEM), Necessary condition analysis (NCA) and SPSS PROCESS macro were used. Afterwards, in phase 2, the impact of promotive and prohibitive voice on employee job performance related outcomes was examined along with the moderating impact of idea endorsement. In this phase, 296 of 416 responses were utilized, and structural equation modelling (SEM) was deployed for testing the hypothesis. The data was collected from the full-time employees working in service organizations in India at three-time points. In phase 1, direct impact of empowering, transformational and ethical leadership on promotive voice behavior was observed. However, only empowering leadership notably influenced prohibitive voice behavior. Further, leader member exchange partially mediated the association between empowering, transformational, ethical leadership and promotive voice; between empowering, transformational leadership and prohibitive voice. Additionally, Individual power distance orientation (IPDO) moderated the relationship between empowering leadership and LMX; transformational leadership and LMX; ethical leadership and LMX. Finally, IPDO moderated the indirect connection of empowering leadership and promotive, prohibitive voice through LMX; transformational leadership and promotive through LMX. In *phase 2*, supporting results were observed for the effect of promotive voice on creative performance, organizational citizenship behavior, and task performance. However, prohibitive voice was found to positively affect the task performance, safety performance and counter productive work behavior. Idea endorsement moderated the above-mentioned relationships. The findings of the study offered both theoretical and practical implications. Managerially, the findings of the study can be utilized by the managers across service sector in India for encouraging both promotive and prohibitive voice behavior for improving job performance outcomes.

Keywords: *Empowering leadership, Transformational leadership, Ethical leadership, Individual power distance orientation, leader member exchange, Promotive voice, prohibitive voice, job performance outcomes, idea endorsement.*