The Moderating Role of leader humility in the Relationship Between workplace Democracy and employees Voice :An Empirical Study

by

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Abstract:

This research examines the direct impact of workplace democracy (WD) on employee voice and examines the moderating role of leader humility in the relationship between workplace democracy and employee voice . A field study was then conducted using a sample of 214 employee working at the main center of Telecom Egypt in Tanta and 186 questionnaires were completed with response rate of 86.9% , Rresults revealed that all dimensions of the workplace democracy have a statistically significant positive direct impact on employee voice at the main center of Telecom Egypt in Tanta .

Moreover, Results revealed that leader humility has statistically significant direct impact on employee voice. Finally, findings showed that leader humility plays a moderating role in the relationship between workplace democracy and employee voice at the main center of Telecom Egypt in Tanta.

Keywords : workplace democracy, leader humility, employee voice .

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1. INTRODUCTION

Today many business organizations seeks to increase employee involvement as outcome of organizational democracy(WD) through employee participation because employees are considered the backbone for the success of any organization. their behaviors affect performance of the organization. So, The culture of any organization should include the encouragement of employees to take an active role and express their opinions and suggestions for improving organization .

The assumption is if employees work through democratic climate, they will be keen to expressing their voice and share their ideas even if constructive or negative feedback. WD has attracted the attention of many researchers in organizational behavior, , and management sciences (Boden, 2020) . The concept of WD means giving employees the right to have voice and participate in many activities such as decision-making , designing democratic structures, providing suggestions , sharing ideas and opinions through open discussions and determining policies and direction of the organization. Without WD, there will be more injustice, low levels of commitment and involvement , decreased productivity, unsafe environment for expressing opinions and finally job stress. (Geçkil, et al., 2017)

Moreover, promoting employee voice can be achieved through leaders when they strive to create a workplace where employees can express their opinions freely and have voice and feedback inside the organization (Milliken , et al., 2010) . Leaders are considered the essential element of voice, especially when employees have say about the work issues . Because of uncertainty and voltile environment , leaders do not be able to aggregate and comprehend all business information and do not

have succifient energy to analyse such information . So, They should continuously motivate and stimulate the spirit of enthusiasm of employees toward organization. Therefore, the humble leadership has now become a hotspot in the leadership studies(Luo ,2020).

When employees realize their leaders are characterized by humilty inside the organization, employees will get rid of their anxiety and be more inclined to have voice and introduce suggestions and ideas for the organization (Long, et al., 2018). Moreover, Humble leaders value strengths and contributions of others (Tangney, 2002). Besides, they are characterized with openness to novelty, and seeking advice from others (Tangney, 2000). Many researches indicated the positive impacts of leader humility (Rego et al., 2019). For example, leader humility can enhance employees' voice and job satisfaction (Ou et al., 2018) and in turn promote their performance. (Owens et al., 2013)

Hence, the research aims to investigate the impact of workplace democracy on employee voice through leader humility as a moderating variable.

2. THEORTICAL BACKGROUND

This section provides a theoretical review of the study's three main concepts which are: Workplace democracy , leader humility and employee voice.

2.1 Workplace democracy (WD)

Recently WD attracted the attention of many researchers in behavioral and management sciences. (Wasserbauer, 2015) provided the theory of democractic firm that includes two point of views. The

First,property right that refers to natural right of employee to his labor benefits ,The Second, based on the thought that employees have a natural right to democratic self-determination.(Ellerman , 1997) ,

The concept of workplace democracy includes the practices , principles, and policies that are incorporated in the demorcratic culture of organization . In the WD literature, there are many definitions of WD for example. Hatcher (2006) explained that through the concept of workplace democracy , employees at all levels should be empowered and have say in work matters that affect workplace.

Also, According to Petersson and Spängs (2005), Workplace democracy can be defined as several arrangements that lead to maintain a balance between decision-making process and the influence and employees stakes. Additionally, Weber et al. (2009), declared that organizational democracy is continuing, wide-based, and institutionalized employee participation that is not adhoc .

Moreover , Geçkil et al.(2017) indicated that workplace democracy can be considered as granting employees the right to have voice and participate in decision-making process and determining the overall direction of the organization

Different business organizations try to apply democracy in their structures and processes which result in making decision by participation of all administrative levels inside the organization. There are five dimensions of WD: participation- criticism, transparency, justice , equality, and accountability (Geçkil & Tikici, 2016). :-

Participation -Criticism

Criticism means that employees at all organizational levels feel that they have freedom to comment on work policies, and processes , Also it means that they have the freedom to introduce innovative ideas and express their opinons , objections and criticism without any constraints which help in creating a climate where critics feel safe and respect the criticized party's rights (Geçkil & Tikici, 2016)

Any business environment apply democracy should encourage criticism and conversation through discussions that are related to organization's values and accomplishments or through introducing creative solutions by both members inside and outside the organization (Schulte, 2020)

Transparency

Transparency focuses on the openness of organizations (Wehmeier & Raaz, 2012). transparency means that all information can legally be published in a precise timely, balanced and outright manner for achieving the public understanding for organization actions and approaches. A transparency helps people inside and outside organization to get the needed information that enables them to evaluate the organization policies and actions. (Lindstedt & Naurin, 2010).

Justice

Justice refers to the equality in rights. Also, It is concerned with social norms that determine the ways of punishment and rewards in organizations. Justice focuses on how employees perceive equality in business decision-making processes and choices . Organizational justice can be in three types :(distributional justice ,procedural justice and interactional justice). (Yıldırım, 2007).

Applying of organizational democracy is based on equity in returns alloction where economic differences among people hinder democratic instituations from achieving the prosperity and establishing principles and bases of democratic management principles inside any business organization (Geçkil & Tikici, 2016)

Equality

Equality. means granting employees equal rights. Moreover, it provides the same services and merits of two parties with entirely equal terms. Individual treatment should be defined following the equality requests. Equality and justice are related and incorrectly used interchangeably as the same connotation in most conditions. (Balderson, 2020).

Accountability

Accontability means that individual or firm should be honest in illustrating all actions to people who can be affected by such actions (Eryılmaz & Biricikoğlu, 2011). Accountability mainly focuses on owners' stakes and also considers the interests of employees, clients, and future generations .(Messner, 2009)

2.2 leader humility

Humility means that the humble person has a realistic style and can evaluate himself and others in an objective way. In modern era, Scientists have explained leaders humility by showing their personality traits (Cameron & Caza , 2004)

Humility is considered as one of the moral virtues and became more vital than previously for leaders in business organizations who strive to find solutions for critical business problems in cooperation with their employees

and also it is considered basic stimulator for encouraging employees to have voice and respecting others(Owens & Hekman , 2012).

Leader humility refers as interpersonal trait that assists leaders to better cope with social situations by showing readiness to evaluate oneself fairly without negative or positive exaggeration, or by appreciating and recognizing the value , contributions and strenghts of others . Besides, humble leaders are more open to novelty and advice while manifesting a high desire to learn from others (Owens , et al., 2013).

Moreover, Previous research had specified many traits of humble leaders, as having more control and authority for attracting more qualified candidates, having more trust and support from their employees than leaders who depend on isolance and strength , accepting his/her limitations and mistakes, accepting any creative suggestions and ideas from others, encouraging critical feedback and appreciating achievements and requirements of others around them which may have impact on the behaviors of employees (Owens & Hekman , 2012).

Several studies have concluded that leader humility had many positive impacts on business organizations as : Enhancing job satisfaction , job engagement and productivity of employees. Also, leader humility promotes team effectiveness , collective team psychological capital and stimulating team integration collaboration (Owens and Hekman, 2016), also, the positive relationship between humble leader and innovation and performance has been examined in many rich studies (Ou, et al., 2018 & Zhang , et al., 2017).

2.3 Employee voice

Researchers in HRM had reflected that employee voice behavior contributes in enhancing experience of employees and increasing the level of performance by allowing the employee to participate in decision making effectively (Harley, 2014). Moreover, Aryee et al.,(2017) added that organizations should strive to encourage voice behavior if they aim to achieve competitive advantage and sustainable development. Voice behavior refers to the availability of the communication and exchange of ideas and suggestions about work-related issues for promoting the level of organizational performance. (Morrison, et al., 2011).

Liu et al. (2010) defined employee voice as a form of organizational citizenship behaviors through which employee can challenge the current situation in proactive way for promoting it by expressing opinions that leads to the desired change . Also , Wilkinson et al., (2014) defined voice as the techniques that employees use to be able to have a say , influence on the organizational performance and on the owners and managers stakes. Besides, Kwon and Farndale (2020) defined voice as a behavior through which employee can suggest creative ideas about organizational improvement and expressing freely their complaints or dissatisfaction

Liu et al., (2010) reflected that voice behavior has advantages and disadvantages, So it should consider the needs of the target audience. On the first side, voice behavior is an essential for accomplishing organizational sustainability , for enhancing organizational performance, raising morale of employees and and work groups (Kaufman, 2015). On the other hand , employee voice has many drawbacks such as providing

suggestions and opinions that includes ideas that may unsettle and menace interpersonal relations (Li & Sun, 2015).

Therefore, Morrison (2014) asserted that the employee should consider the possible outcomes of voice behavior and must feel that he is safe when expressing his ideas . Liu et al. (2010) classified dimensions of voice into speaking up and speaking out.

Speaking up

Is a voice that directed from the lower level to upper level to dispute with suggestions and opinions from higher levels. So , the influence of speaking up is upward, but employee when practicing this type of voice should bear in mind the managers's retaliation. (Weiss, et al., 2018).

There are two types of speaking up: challenging voice and supportive voice. Challenging voice is proactive and tends to criticize the managers action, in contrast, supportive voice is reactive and tends to maintain stability in current situation; thus, no clash can exist in this type (Burris, 2012).

speaking out

Speaking out is lateral in its nature . It is directed towards peers and take place when employee exchanges his views with colleagues. (Liu et al., 2010). Speaking out is can be affected by personal status and social identification (Elsetouhi et al., 2018).,

An employee can use many strategies for speaking out and speaking up (Liu et al., 2010). For example, in speaking up, he can use rational conviction, while , in speaking out employee use exchange, legality and personal charisma (Yukl & Tracey, 1992).

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3. PREVIOUS STUDIES

This study is dealing with three recent interesting topics in today's world, These topics are workplace democracy, leader humility and employee voice, Some of the previous studies that dealt with these topics were presented in this section.

3.1 Studies show relationship between WD and employee voice:

Aksel study's (2013) aimed to identify the impact of all dimensions of WD on organizational dissent behavior. By applying on 280 full time employees in Istanbul and Izmir, The results revealed that there are direct positive impacts of all dimensions of workplace democracy on encouraging organizational dissent behavior.

Besides, Soonthornpipit et al., (2019) attempted to explore the impact of workplace democracy which was measured by (participation- criticism , Transparency, organizational justice, equality and accountability) on reinforcing Supply Chain Dynamics through employee voice as a mediating variable by applying on 287 employees of different Thailand manufacturing industries (textile and automotive industry). The results showed that all dimensions of workplace democracy have direct positive significant effect on promoting employee voice.

Additionally , Alvi et al. (2019) examined how organizational justice as dimension of workplace democracy directly enhances employees voice by applying to 220 employee from 15 bank's branches in Pakistan. The findings indicated that employees'voice is highly influenced by the organizational justice .

Moreover , a study that was conducted by Abdulgalimov et al. (2020) on staff at different universities in USA to examinee the impact of

workplace democracy on employee wellbeing and the performance of organizations through employee voice as a mediating variable they asserted that there is direct significant and positive effect of all WD dimensions (participation- criticism , Transparency , organizational justice, equality and accountability) on boosting employee voice .

In Aytekin & Temizkan's study (2022), a model was proposed to demonstrate the positive effects of dimensions of workplace democracy on developing employees dissent and creativity by applying on 785 people working in Antalya and Izmir ,Turkey, results showed that there are positive significant effects of all dimensions of WD on improving employees dissent and creativity.

Finally, Sargazi and Ramrodi (2024) investigated the impact of organizational transparency as a dimension of workplace democracy on employee voice through social responsibility as a mediating variable based on a sample of 191 (96 male and 95 female)school principals in Zahedan city , Iran. Results indicated that organizational transparency has direct significant positive impact on boosting employee voice.

From the studies that are mentioned previously , the the first main hypothesis that can be formulated as follows:

*H_1: WD dimensions (participation- criticism, Transparency, organizational justice, equality and accountability) have a statistically significant direct impact on employees' voice .   .

3.2 Studies show relationship between leader humility and employee voice

Liu (2016) investigated the impact of leader humility on encouraging voice behavior of 286 employees in 25 Chinese companies by examining

the mediating role of trust in leadership. Results showed that leader humility had a direct positive impact on enhancing different types of employees voice .

In Ullah study (2019), a model was proposed to demonstrate the impact of leader humility on enhancing employee voice behavior which can be measured by (speaking up , speaking out) by applying on 222 employees and their leaders in Market and Social Research Firms (MSRFs) in Kenya , results asserted the positive effect of leader humility on improving the employees voice.

Additionally, Jan and Siddiqui (2021) studied the effect of leader humility on' job performance with the mediation of employees' voice behavior that can be measured by (inducing challenging voice (CV) and defensive voice (DV) through the sense of security of 300 employees at University of Karachi, Pakistan .The findings indicated that leader humility had a direct positive impact on promoting different types of employee voice.

In the same regard Zhou & Chen (2022) presented a theoretical and applied framework that examined the effect of leader humility on employee voice behavior through employee other-oriented motivations as a mediating variables by applying on 152 leaders and members .The study asserted the direct significant positive impact of leader humility on promoting employee voice (speaking up , speaking out).

Moreover, Tu & Huang (2022) examined the impact of leader humility on employee voice through work engagement and cognitive emotion as a mediating variables , By using a sample of 837 managers and employees at travel enterprises in China , The results indicated the direct postive effect

of leader humility on enchancing employees' voice which can be measured by (speaking up , speaking out).

Finally , Wang et al., (2022) studied how Leader Humility affects Career Success through the Subordinate Voice and Competitive Work Context as a mediating variables by collecting data from 116 supervisors، 461 subordinates, and 34 shop managers from a Chinese company . The research findings asserted the direct significant positive impact of Leader Humility on enhancing the employees voice.

From the studies that are mentioned previously the second main hypothesis can be formulated as follows:

H_2 : leader humility has a statistically significant direct impact on employee voice.

From the perspective of employees' social information processing of leadership factors, Also, Based on role theory, social exchange theory, and affective event theory are also used in the study of leader humility, and asserted that leadership behaviors act as a cardinal role in the process of onboarding of employees (Maynes & Podsakoff , 2014) . In the light of this, employees should monitor leader's behaviors, and detect his motivation in advance Therefore, when employees perceive the humble leadership, employees put down their interests and conforms to the leadership to make suggestions and this enhances employee voice (Long , et al., 2018). Additionally, humble leaders has central positions in subordinates' voice networks by encouraging voice. (Owens& Hekman, 2016), humble leaders shapes subordinate voice and become a focal point in subordinates' voice networks.

Moreover , According to the results of study (Al-Naqrashi , 2023) that reached that leader humility as one dimensions of leader member exchange plays a moderationg role in the relationship between participation and autonomy from bureaucratic constraints as dimensions of workplace democracy and employee upward voice .

Based on what has been mentioned before in the previous studies, The third main **hypothesis which respresents the research gap** will be formulated as follows:

* H_3 : leader humility as a moderating variable has positive impact in the relationship between workplace democracy and employees' voice .

Comments on Previous Studies

According to what has been mentioned before in the previous studies, it has been noted that:

- All studies highlighted the importance of WD as one of the most influential factors in the different aspects of the work of the organization.

- The studies reflected that how leader humility act as an independent variable affecting individual and organizational outcomes such as career success , work engagement , employee speaking up and employee speaking out , but no studies investigated how leader humlilty can be affected by workplace democracy , So, leader humility can be considered as a moderating variable in this study.

- To our best , no previous studies examined the proposed relationship between the three variables included in this study (WD , leader humility , employee voice).

- It has been difficult to find studies that investigated the impact of WD on employees voice in communication sector in Egypt.
- There aren't previous studies investigated the moderating role of leader humility in the relationship between WD and employee voice.

4. RESEARCH PROBLEM

According to a pilot study conducted in Telecom Egypt in Tanta including 35 employees at main center of telecom Egypt in Tanta , the study findings showed that:

A- Employees confirmed the importance of applying dimensions of WD at Telecom Egypt which can in turn enhance employee voice through open and honest communication . In other words , WD promotes feelings of employees that they are valuable through their suggestions that are welcomed, and also feel that their way of thinking is respected by leaders and giving them the opportunity to affect their work environment through their active participation in decision making processes.

B- Employees rank leader humility at high ranking among the factors that shape and affect their behaviors through enhancing their voice where makes employees more involved in their jobs and adds to an organization in many forms, in terms of profitability , productivity, creating the organizational perstige.

C- The study demonstrated that the feeling of employees that they express their opinions, ideas and suggestions freely (employee voice) is at average.

Depending on what previously mentioned in pilot study and in the light of the research gap that was uncovered and undiscussed in the previous studies , research problem can be formulated in the following questions:

-What is the impact of workplace democracy on employees voice at the main center of Telecom Egypt in Tanta?

- Does leader humility plays a moderating role in this relationship?

5. RESEARCH OBJECTIVES

This research aimed at:

a. Investigating the impact of workplace democracy dimensions on employees' voice at the The main center of Telecom Egypt in Tanta and determining the most important one affecting employees' voice.

b. Investigating the impact of leader's humility on employees' voice at The main center of Telecom Egypt in Tanta.

c. Clarifying whether the leader humility plays a moderating role in the relationship between WD and employees' voice..

d. Come up with results and recommendations that convince managers that practicing the dimensions of workplace democracy and showing high level of leader humility when coping with their subordinates can enhance employees' voice which positively enables The main center of Telecom Egypt in Tanta to achieve its overall objectives effectively>

6. RESEARCH IMPORTANCE

This research derives its importance from its contributionst both the scientific and practical level.

a. This research helps to fill the gap related to previous studies by examining the indirect impact of workplace democracy on employees' voice at The main center of Telecom Egypt in Tanta through leader humility as a moderating variable.

b. This research is dealing with three recent topics , which are workplace democracy, employees' voice and leader humility. This study will contribute to fine-tuning of these topics literature.

c. This research contributes to the development of academic research through its measurements and variables that can be used to study the relationship between WD and employees' voice.

d. The researchers are seeking to identify the most important dimensions of workplace democracy that may affect employees' voice through leader humility.

e. Studying the direct and indirect impact of workplace democracy on employees' voice will help The main center of Telecom Egypt in Tanta to improve its efficiency .

f. The management of main center of Telecom Egypt in Tanta should grasp the importance of practicing dimensions of workplace democracy in Telecom Egypt. So , it is essential for leaders to know the dimensions of workplace democracy that should be maximized .

g. Enhancing employees' voice in the current era represents the main interest of any organization to increase its positive impacts on organizational performance.

7. RESEARCH METHODOLOGY

7.1 RESEARCH VARIABLES AND MEASURES

Table.1.Research variables and Measures

Independent Variable	
Workplace Democracy	items related to:participation- criticism, Transparency organizational justice, equality and accountability used by (Formentini & Taticchi , 2016), (Geçkil and Tikici ,2016) and (Soonthornpipit et al., 2019) were adopted
Moderating Variable	
Leader humility	Items adopted from (Owens,et al., 2013)
Dependent variable	
Employee voice	items related to : Speaking up ,Speaking out adopted from (Liu et al., 2010)

Figure.1. illustrates the proposed relationships between research variables
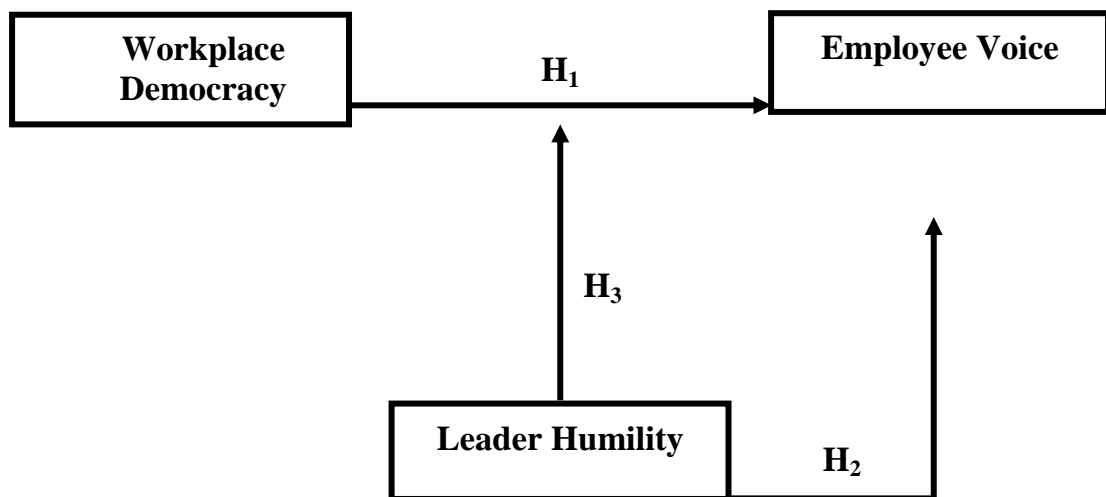

Figure .1 . Research variables and proposed relationships

7.2 QUESTIONNAIRE DESIGN

The researchers developed 52 items to measure the study variables. 28 items ed to measure workplace democracy dimensions: 8 items were used to measure participation-criticism, 6 items were used to measure transparency , 5 items were used to measure organizational justice, 6 items to measure equality and the last 3 items were used to measure accountability. Regarding the leader humility, 9 items were used to measure this construct . With respect to employee voice behavior , 15 items were used to measure it , 9 items to measure speaking up and 6 items to measure speaking out . A five-point Likert scale ranging from 1to 5 were used to measure the respondent views in which 1= strongly disagree" 2= disagree 3=neutural 4= agree and 5= "strongly agree".

7.3 LIMITATIONS OF STUDY

This research is applied on a sample of employees at different departments (transmission, Access Networks, Regions , power and Air Conditions, Projects Implementations , Buildings and Constructions , Managerial Affairs, Legal Affaires, Human Resources, Financial Management , Wages and Salaries , Sales , Call centers , Ttansportation) at the main center of Telecom Egypt in Tanta .

7.4 RESEARCH POPULATION AND SAMPLE SELECTION

This research will focus on employees who are working at different departments at the main center of Telecom Egypt in Tanta, the total population size of the present research is 480 employee . The following table shows the total number of employees who are working at the main center of Telecom Egypt in Tanta.

Table.2.Numerical Statistics for the total number of population size at the main center of Telecom Egypt in Tanta

Department	Total number of employees
Transmission	47
Access Networks	48
Regions	144
Power and Air conditions	18
Projects Implementation	`12
Buildings and Constructions	8
Managerial Affairs	15
Legal Affairs	19
Human Resources	37
Financial Management	32
Wages and Salaries	23
Sales	52
Call Centers	15
Ttansportation	10
Total	480

Calculate sample size had been used to determine the sample size of employees that are working at different departments at the main center of Telecom Egypt in Tanta. By applying the previous method on the total size of population research, the researcher reached that the total size of sample (n*) is 214 at the main center of Telecom Egypt in Tanta. 214 questionnaire have been distributed to collect the required data. The number of completed questionnaires that have been statistically analyzed was 186 questionnaire by the percentage 86.9%

7.6 CODING OF RESEARCH VARIABLES

Table .3. Coding of research variables

Research Variables	codes	Questionnaire Questions' Nos.	
Independent variable			
Workplace Democracy	**X**	1 $\longrightarrow$	28
participation- criticism	X_1	1 $\longrightarrow$	8
Transparency	X_2	9 $\longrightarrow$	14
organizational justice	X_3	15 $\longrightarrow$	19
equality	X_4	20 $\longrightarrow$	25
Accountability	X_5	26 $\longrightarrow$	28
Moderating variable			
Leader humility	M	29 $\longrightarrow$	37
Independent variable			
Proactive Behavior	Y	38 $\longrightarrow$	52
Speaking up	Y_1	38 $\longrightarrow$	46
Speaking out	Y_2	47 $\longrightarrow$	52

8. DATA ANALYSIS

8.1 RELIABILITY AND VALIDITY TEST FOR THE SCALES OF THE RESERCH

The validity of the measures of research (workplace democracy, leader humility , employee voice) was confirmed by using the confirmatory factor analysis (CFA) using (AmosV.21). According to this, the quality of conformity (model fit) is evaluated by set of indicators for model fit through which the model is accepted or rejected. The following table 4 shows the indicators of the model fit as follows:

Table. 4. Indicators of CFA Test

Indicators of model fit	Obtained	Suggested
CMIN /DF	2.778	CMIN/DF ≤ 5
NFI (Normed of Fit Index)	0.915	NFI ≥ 0.9
IFI (Incremental Fit Index)	0.953	IFI ≥ 0.9
TLI (Tucker- Lewis Index)	0.901	TLI ≥ 0.9
CFI (Compare Fit Index)	0.922	CFI ≥ 0.9
RMSEA (Root Mean Square Error Approximation)	0.080	0.8 ≥ RMSEA ≥ 0.05

Based on the previous table, the previous indices confirmed that the overall fit of the data model was good. but which related to Convergent Validity, which means that the items of the scale that measure one concept have a strong positive correlation, where (Anderson & Gerbing, 1988) indicated that it is possible to verify this through four criteria, the **first** of which is the Factor Loading FL (the value of coefficient Weighted standard regression) for each of the variables measured ≥ 0.7 at a significance level ≤ 0.5, the **second** is that the average variance extracted AVE for the variables ≥ 0.5, the **third** is Construct Reliability ≥ 0.5 and **finally** FL (weighted standard regression coefficient for each of the measurement elements) should be more than twice the standard error (S.E) corresponding to this element, Table (5) shows the results that were used to evaluate those standards.

Table. 5. The results of Convergent Validity

Variables	FL	S.E	C.R	Error	Value of Estimated error
$X_1 \rightarrow$ participation-critism	0.742	0.064	13.655	e1	0.386
$X_2 \rightarrow$ Transparency	0.736	0.064	13.513	e2	0.376
$X_3 \rightarrow$ organizational justice	0.830	------	------	e3	0.196
$X_4 \rightarrow$ Equality	0.733	0.068	11.193	e4	0.271
$X_5 \rightarrow$ Accountability	0.719	0.099	5.137	e5	0.267
$M_1 \rightarrow$ actively seeks feedback	0.731	----	----	e6	0.484
$M_2 \rightarrow$ admits when don't know	0.765	0.152	6.997	e7	0.308
$M_3 \rightarrow$ acknowledges when others have more knowledge	0.707	0.159	7.264	e8	0.421
$M_4 \rightarrow$ takes notice of strengths.	0.723	0.158	3.290	e9	0.480
$M_5 \rightarrow$ compliments on strengths.	0.758	0.144	6.941	e10	0.408
$M_6 \rightarrow$ shows appreciation	0.702	0.165	7.909	e11	0.419
$M_7 \rightarrow$ learn from others.	0.704	0.180	4.883	e12	0.365
$M_8 \rightarrow$ open to the ideas of others.	0.755	0.136	6.033	e13	0.356
$M_9 \rightarrow$ open to the advice of others.	0.786	0.154	6.338	e14	0.398
$Y_1 \rightarrow$ Speaking up	0.898	0.056	18.328	e15	0.146
$Y_2 \rightarrow$ Speaking out	0.871	------	------	e16	0.117

Using the data mentioned in the previous table, the AVE value was calculated as well as the C.R value for each variable according to their calculation equations. Table (6) shows these values:

Table .6 . Calculation of AVE and C.R.

Research variables	AVE	C.R
Workplace Democracy	0.752	0.904
leader humility	0.736	0.923
Employee voice	0.884	0.922

Table No. (5) showed that the FL (weighted standard regression coefficient) for all variables is greater than 0.70 and at a level of significance less than 0.05, and the values of the loading coefficient FL for each of the measurement elements is greater than twice S.E, in Table No.

(6), the results indicated the AVE and C.R values for all variables are greater than 0.50, which means that the four criteria are identical with the values previously clarified, which reflects the convergent validity of the research variables.

But which related to the Discriminant Validity that indicates that the scale items that measure a particular theoretical concept differ from the scale items that measure another theoretical concept, (Croweley & Fan, 1997) showed that this can be verified through **two criteria**, the **first** of which is that the Cronbach's alpha coefficient for each variable should be higher than the coefficients of the correlation of this variable compared with other variables, and the **second** is the squared root of the average variance extracted (AVE) for the variable is also greater than the coefficients of the correlation of this variable with other variables, and the following table No. (7) showed the results used to evaluate these criteria:

Table .7. Results of Discriminant Validity

Variables	Cronbach's Alpha	AVE	Workplace Democracy	leader humility	Employee voice
Workplace Democracy	0.789	0.752	1		
leader humility	0.810	0.736	0.536	1	
Employee voice	0.822	0.884	0.659	0.589	1

It is noted from the previous table that Cronbach's alpha coefficient for each variable as well as the AVE values for each variable are higher than the correlation coefficients of each variable with the other variables, which reflects the discriminatory validity of the variables measures. As a recap, according to the aforementioned tests, the scales used to measure the research variables are characterized by content validity (model fit), Convergent Validity, and Discriminant Validity.

8.2 Testing Research Hypotheses

There are three main hypotheses representing the proposed relationships among research variables. these hypotheses were tested as follows:

*Workplace Democracy and Employee Voice

The **first main hypothesis (H_1)** investigated the direct impact of dimensions of workplace democracy on employee voice at the main center of Telecom Egypt in Tanta; it has been formulated as follows:

H_1 : WD dimensions have a significant positive direct impact on Employee Voice.

Table .8.The impact of workplace democracy on Employee Voice

Independent variable	B	Std. Error	T	Sig t	Rank
participation-criticism(X_1)	.119	.025	4.789	.000	3
Transparency (X_2)	.105	.023	4.661	.000	4
organizational justice(X_3)	.209	.030	6.937	.000	2
Equality (X_4)	.341	.029	11.892	.000	1
Accountability (X_5)	.072	.029	2.502	.013	5

Analysis results shown in table (9) revealed that:

Participation-criticism has a statistically significant positive direct impact on employee voice (T = 4.789, $\beta = {}^+ .0.119$ with $p < 0.001$). With respect to transparency, it has a statistically significant positive direct impact on employee voice (T = 4.661, $\beta = {}^+ .105$ with $p < 0.001$).

Organizational Justice (X_3) and Equality (X_4), have also a statistically significant positive direct impact on employees voice at main center of Telecom Egypt in Tanta (T = 6.937, 11.892, $\beta = {}^+ 0.209, {}^+ 0.341$ with $p < 0.001$) respectively ,Finally , Accountability has a statistically significant positive direct impact on employee voice (T = 2.502, $\beta = {}^+ .072$ with $p < 0.05$). Results also revealed that equality comes in the first place in terms of its effect on employee voice at main center of Telecom Egypt in Tanta,

followed by organizational justice then participation-criticism, Transparency and finally comes accountability.

So in the light of the statistical findings, it can be said that more practicing of five dimensions of workplace democracy can in turn increase employee voice, this simply because within participation-critism , Transparency, organizational justice , Equality , Accountability, employees can express their opinions freely and have voice (speaking up , speaking out).

But concerning results of the first main hypothesis (H_1) that examines the positive direct impact of workplace democracy dimensions as a whole on employees voice at main center of Telecom Egypt in Tanta. These results are shown by table (9) as follows:-

Table (9) Results Related to the impact of workplace democracy as a whole on employee voice							
Independent Variable	R^2	R	B	Std. Error	T	Sig	Dependent Variable
Workplace democracy	.434	0.659	.237	.01405	16.868	0.000	Employee voice

As can be seen by table (9), workplace democracy has positive direct impact on employees voice (R=.659 T = 16.868, B = .237) with P < 0.001), taking into account this findings it can be said that workplace democracy which characterized by five dimensions, when these dimensions are combined and totally studied it has been found to be positively related to employee voice, As a stand-alone variable workplace democracy has a strong effect on employees voice explaining 43.4% of the variance. this because in democratic organizations and healthier work environment, employees have voice(speaking up , speaking out). therefore the first main hypotheses is strongly supported.

* leader humilityand employees voice

The **second main hypothesis (H₂)** investigated the direct impact of leader humility on employees voice at main center of Telecom Egypt in Tanta ; it has been formulated as follows:

H₂ : leader humility has a positive direct impact on Employees voice.

**Table.10. results Related to the impact of leader humility
on employee voice.**

Independent variable	B	St-Error	T	Sig.t	Dependent variable
leader humility	.341	.031	10.994	.000	Employee voice

Analysis results shown in table (10) revealed that:

leader humility has a statistically significant direct impact on employees voice at main center of Telecom Egypt in Tanta, where (T = 10.994, β = $^{+}$.341 with p < 0.001). therefore, the second main hypothesis H₂ is highly strongly supported which means that leader humility enhances employees voice, this because leaders who are showing high levels of humility enhances employees' sense of competence and create safe environments for speaking up. This result is logical to large extent because humble leaders and subordinates form jointly trusting relationships which encourage employees voice.

*The moderating impact of leader humility in the relationship between workplace democracy and employee voice

The **last main hypothesis (H₃)** examined the moderating role that leader humility plays in the relationship between workplace democracy and employees voice at main center of Telecom Egypt in Tanta; it has been formulated as follows: -

H₃: Leader humility as a moderating variable has significant positive impact in the relationship between workplace democracy and employees voice.

Table.11. Results Related to the moderating role of leader humility

Variables	Model (1)			Model (2)			Model (3)		
	B	**T**	**Sig**	**B**	**T**	**Sig**	**B**	**t**	**Sig**
(x)	,237	16.868	.001	,215	12.290	000	,211	16.129	.001
M				.311	15.372	000	,270	17.672	.001
X × M							,399	17.227	.001
R	.659			.809			.899		
R^2	.434			.655			.809		
ΔR^2	-			%22.1			%15.4		
F	284.317			350.462			519.337		
Sig F	.001			.001			.001		

As shown in table (11), and after applying the hierarchical regression analysis the results of study reveal the following:-

− By the first stage or model one the researchers measured the impact of workplace democracy as a whole and it has been found that there is a positive relationship between workplace democracy and employees voice at main center of Telecom Egypt in Tanta (R=.659) also R^2 has reached (43.4) as we explained before .the significant results were supported from the value of F (284.31) with sig. level= (.001).

− At second stage (model two) the researchers examined the impact of both workplace democracy and leader humility on employees voice ,as Shown in model (2) the value of R increased reaching (.809) and R^2 also increased reaching (.655) which means that 65.5.1of the change in employee voice is due to the impact of workplace democracy and leader humility, results were also were supported by F value (350.46)with Sig . level (.001).

− By Model (3) at third stage, when the reaction formula has been entered between workplace democracy and leader humility (X x M) the value of

R^2 increased to reach (.809) reccording an increase = 37.5% comparing with model (1), in addition these results were supported by F value (519.33) with Sig. level (.001) recorded an increase in F value = (235.02) comparing with model (1) .In model (3) the regression coefficient increased to reach (.399)with Sig. level= (.001). which asserted importance of significant moderating role played by leader humility in the relationship between workplace democracy and employee voice which means that any increase in leader humility will in turn increases the importance of workplace democracy in explaining the variance or change in employees voice at main center of Telecom Egypt in Tanta.

9. IMPLICATIONS OF RESEARCH AND FUTURE RESEARCH

9.1 Theortical implications

The fundamental and significant contribution of this study is to develop and provide body of further theoretical knowledge on workplace democracy, leader humility, employee voice by assessing relationships among these concepts that have not been investigated in the previous studies. This contribution is represented through studying the moderating effect of leader humility in the relationship between workplace democracy and employee voice.The main theoretical implications of this study can be shown in the following:-

-**First**, this study suggests that workplace democracy dimensions have significant positive direct impact on employee voice. This study indicates that workplace democracy encourages employee voice behavior where employees manifest voice behavior in organizations throughout democratic

climate. According social exchange theory , in a democratic workplace where employees receive favourable treatment from the management (participation – transparency – justice – equality - accountability) , it allows each employee to have voice and express their opinions and promotes team effort and collaboration. Also, employees feel a sense of commitment to the organization's goals since they have a say in shaping them .This heightened sense of belonging leads to greater engagement with their work, driving efforts to go above and beyond in their roles.

-**Second**, this study additionally asserted that leader humility has a significant positive direct influence on enhancing employee voice behavior. Leaders are considered the main element of voice, especially when employees share their ideas about the organization. In the light of social exchange theory and exchange rewards humble leaders admit their limitations and know how to appreciate the strengths of others, and employees are very likely to be more grateful to their leaders so employees can speak up freely and provide the needed feedback to make the corrective action .

-**Third**, this study also contributes to the employee voice literature by investigating the moderating effect of leader humility in the relationship between WD and employee voice.This study –to our best –is the first study that investigated the relationship between these three variables.

9-2 Practical implications

The study has practical implications for organizations , considering results that workplace democracy affects employees voice , which means that employees at main center of Telecom Egypt in Tanta have voice when they work at democratic place , employees react to the good climate of democracy that is built on participation , transparency , Justice , Equality

and accountability and they are likely to have more voice (speaking up – speaking out) at work.

Workplace democracy has been suggested as an approach that positively influencing employees' voice behavior, the present study now provides empirical evidence to suggest that workplace democracy does , by influencing employees voice at main center of Telecom Egypt in Tanta.

The present study suggests that leaders' humility has a positive impact on employee voice . Coping with humble leaders at main center of Telecom Egypt in Tanta can lead to create safe environments for speaking up freely and providing any feedback even if negative . As indicated by the findings of the current study , by doing so, it is anticipated that employees at main center of Telecom Egypt in Tanta will report high levels of voice behavior.

Based on the results of the field study , the management of main center of Telecom Egypt in Tanta should focus more on the workplace democracy concept and its dimensions and try to develop these dimensions among different levels of departments at Telecom Egypt which foster the employee voice behavior, more specially , It is important for all leaders at main center of Telecom Egypt in Tanta to improve the five dimensions of workplace democracy ,determining which dimensions needed to be given more attention from managers at main center of Telecom Egypt in Tanta through:

- In general , WD should be enhanced by developing effective training programs about the effective ways of practicing WD .
- Management of main center of Telecom Egypt in Tanta should guarantee that employees get their due rights and should be treated

fairly with acceptable way also, They should also be accountable for their responsibilities.

- Management should strive to develop open transparent communication channels inside Telecom Egypt that enable employees access management easily , also, should develop open-ended meetings that allow each employee to express their ideas, .

- Management should determine and develop clear standards for all tasks and activities and what is expected from employees.

- Management should develop a mechanism that guarantees that all complaints of each employee are investigated and their voices have been heard.

On the other hand , Due to the importance of leader humility and its effect on employees voice, top management at main center of Telecom Egypt in Tanta should improve selection process , so it is recommended that top management should follow strategies to choose humble leader (actively seeks feedback, takes notice of others' strengths, appreciates contributions of others and willing to learn from others.) whose their practical humility enhancing the level of employee voice behavior . Moreover, Human Resources department at main center of Telecom Egypt in Tanta can use the leader humility instrument to reflect which leaders may need to take training programs on ethics, this may benefit the employees as well as Telecom Egypt as a whole.

Finally , related to employee voice , because this study highlights the impact of workplace democracy and leader humility on enhancing the employee voice at main center of Telecom Egypt in Tanta, managers at all different levels should follow the following steps :

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- Managers should create and develop the democratic climate at work that focuses on justice and equality behaviors , this climate is considered the essential element that impacts the voice behavior , so managers should periodically follow up the democratic climate to take any corrective actions to handle undemocratic conducts.

- Managers should practice high level of humility , they must be a good examples that should be followed by them.

9.3 FUTURE RESEARCH

In the light of the study's conclusions, the following recommendations for future research are suggested:

1- Studying the impact of WD on organizational commitment through leader member exchange.

2- Examining the impact of WD on attitudes toward organizational change through organizational commitment as a mediating variable at service sector.

3- Examining the moderating role of leader humility in the relationship between workplace democracy and proactive behavior.

4- Conducting a compartive study among pharmaceutical firms in Egypt (governmental- private – multinational) to study the impact of workplace democracy on achieving the firms social responsibility towards its diverse stakeholders .

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مستخلص البحث:

يهدف هذا البحث إلى اختبـار الأثـر المباشر لأبعـاد ديمقراطيـة مكـان العمل على صـوت الموظف فى المركز الرئيسى للمصرية للاتصـالات بطنطا ، كما تسعى الدراسة إلى الكشـف عن ما إذا كان تواضع القائد يلعب دوراً معدلاً فى هذه العلاقة وقد تم إجراء دراسة ميدانية بإستخدام عينـة قوامهـا 214 مفردة مـن العـاملين فى المصـرية للاتصـالات وبلغـت عدد الإستمارات المستوفاة 186إستمارة بنسبة 86,9 ,%.

وقد أوضحت النتائج أن جميع أبعاد ديمقراطيـة مكـان العمل لها تأثير معنوى إيجابى مباشر على صـوت الموظف. كما كشفت النتائج أن تواضع القائد يؤثر تـأثيراً معنويـاً مباشـراً على صـوت الموظف. وأخيراً اتضـح أن تواضـع القائد يعـدل العلاقـة بـين ديمقراطيـة مكـان العمل و صـوت الموظف .

الكلمات الإفتتاحية: ديمقراطية مكان العمل، تواضع القائد ، صوت الموظف.