

The Effect of Management Styles on Employees' Voice Behavior: Role of Psychological Contract*

Yönetim Tarzlarının İşgörenlerin Ses Çıkarma Davranışları Üzerindeki Etkisinde Psikolojik Sözleşme Algısının Rolü

Pelin KANTEN†

ORCID ID: 0000-0002-6487-0203

Selahattin KANTEN‡

ORCID ID: 0000-0001-7414-8495

Işıl ELVER§

ORCID ID: 0000-0003-0260-6316

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Öz

Bu çalışma, işgörenlerin ses çıkarma davranışı sergilemeleri üzerinde yönetim tarzlarının etkisini ve bu ilişkide psikolojik sözleşme algısının aracılık rolünün incelenmesini amaçlamaktadır. Araştırma amacı doğrultusunda, bir üniversitenin 217 idari personelinden anket yöntemiyle veriler elde edilmiş ve kısmi en küçük kareler yapısal eşitlik modeli vasıtasıyla analizler gerçekleştirilmiştir. Araştırma hipotezlerinin test edilmesinde 5000 yeniden örnekleme ile bootstrapping tekniği kullanılmış ve Smart PLS programından yararlanılmıştır. Elde edilen araştırma bulguları; demokratik yönetim tarzının işgörenlerin destekleyici ve reaktif yönde ses çıkarma davranışı sergilemelerini anlamlı ve olumlu yönde etkilediğini göstermektedir. Bununla birlikte, demokratik yönetim tarzının işgörenlerin psikolojik sözleşme algısı düzeylerini olumlu yönde etkilediği belirlenmiştir. Ayrıca, otokratik yönetim tarzının ise ses çıkarma davranışı boyutları ve psikolojik sözleşme algısı üzerinde herhangi anlamlı bir etkisi olmadığı görülmüştür. Diğer taraftan, demokratik yönetim tarzının ses çıkarma davranışı boyutları üzerindeki etkisinde psikolojik sözleşme algısının kısmi aracılık rolünün olduğu tespit edilmiştir.

Anahtar Sözcükler: Yönetim Tarzları, Ses Çıkarma Davranışı, Psikolojik Sözleşme Algısı

Abstract

This study aims to investigate the effect of management styles on employee's voice behaviors and the mediating role of psychological contract perception. For the purpose of the research, the data which were collected from 217 administrative staff from the one of the universities by the survey method were analyzed by using partial least squares–structural equation modeling method. While conducting analysis, Smart PLS program was used by applying bootstrapping technique (5000 resample) to determine the significance levels of the proposed hypotheses. The results revealed that democratic management style has a positive and significant effect on both promotive and reactive voice behavior. However, democratic management style has a positive and significant effect on psychological contract perception level of employees. On the other hand, autocratic management style has no significant effect on voice behavior dimensions and psychological contract perception. In addition, it is found out psychological contract has partially mediating role in the relationship between democratic management style and voice behavior dimensions.

Keywords: Management Styles, Voice Behaviors, Psychological Contract

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†Assoc. Prof. Dr., Çanakkale Onsekiz Mart University, pelinkanten@comu.edu.tr

‡Prof. Dr., Çanakkale Onsekiz Mart University, skanten@comu.edu.tr

§M.Sc. Candidate, Çanakkale Onsekiz Mart University, isilelver@comu.edu.tr

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Introduction

Globalized working area emphasized that human resource as a key asset for obtaining competitive advantage and economic success (Skorková, 2016: 226). Managers are considered as one of the most important human resource of an organization due to they have to coordinate and motivate their subordinates and interact with all stakeholders such as public institutions, rivals and clients as to achieve organizational goals (Suárez et al., 2018: 1580). In other words, organizations required managers who may provide interactions and direct employees to attain certain objectives and survival. However, as to performing organizational aims it is needed to manage both employees and other resources with some strategies. These strategies called as management styles which used by the managers to influence employees (Okon and Isong, 2016: 51). Management style regarded as a significant component of an organization that play a critical role in enhancing commitment of the employees which in turn lead to increasing or decreasing of their performance (Ogunola et al., 2013: 3715).

Management style which called as a simply way of managing organization considered as one of the important antecedents of organizational success and effectiveness (Uche and Timinepere, 2019: 198). Therefore, to gain organizational efficiency, it is needed to choose most suitable and effective management style in the extent of organizational process. In case of the organizations selected most effective managing way which lead employees to behave in a positive manner, it is expected to utilization from human resources at maximum levels. Besides, while favorable management style implemented which cause employees to believe themselves as valuable, it is supposed to acquire positive consequences both employees and organizational perspective. However, management style considered as an adverse, it is expected employees to act in an undesirable way (Kanten and Ülker, 2014: 18).

Based on the management styles positive and negative effects in working life, organizations need to give importance to explore its antecedents and consequences. Accordingly, this study aims to examine some of the consequences which are called voice behaviors and psychological contract perception. However, it is aimed to determine the mediator role of the psychological contract on the relationships between management styles and voice behaviors. In literature, there are some studies which examined the consequences of management styles, but there is no research in the existing literature yet examining the relationships among management styles, psychological contract and voice behavior together. Consequently, this study aims to determine some of the causes of management styles, so it attempts to add contribution to the literature.

1. Theoretical Framework and Hypotheses Development

Management style is a kind of technique that is utilized by the supervisors for working with others to acquire organizational goals successfully through using organizational resources efficiently (Namiq, 2018: 404). In other words, simply management style defined as an act or manner which represent approach or practice of managing organization (Gould, 2005: 24). However, from the broad perspective, it is defined as a philosophy or set of principles which represent the adhesive that binds organizational functions together (Uche and Timinepere, 2012: 199). As a result, management style indicates a typical pattern of behavior or attitudes that supervisors show while carrying out management role over a period of time (Needham and Dransfield, 2004: 82). This role includes some actions such as organizing, planning, directing, controlling, communication, authority delegation and using some methods to motivate subordinates to follow organizational procedures and principles (Wu et al., 2002: 172).

Due to the employees and managers are a significant part of the organizations, it is needed to implement most suitable management style throughout the organization for gaining competitive advantage. However, the success of the organizations in the 21st century largely depends on the talented leaders and their effective management styles (Bucata and Rizescu, 2016: 159). In

literature, researches indicate that there is no universal and single management style for the management of the organizations, there are various techniques that depended on the set of factors. The studies since 1950s, scholars suggested that management styles can be classified as a participative, democratic, paternalistic, autocratic, abusive, laissez-faire, visionary, mechanistic, organic and etc. (Kanten and Ülker, 2014: 19). Therefore, it can be expressed that, there is no right or wrong management style, it may be changed based on the manager's personality traits, subordinate's characteristics and organizational situations (Khetarpal and Srivastava, 2000: 75).

More specifically, manager's characteristics such as personality, values, knowledge, experiences and subordinates traits, backgrounds, expectations may lead to determining effective management style. For example, subordinates who are experienced and have specific knowledge may desire to work with democratic managers rather than autocratic. However, some organizational factors such as culture, climate, values and group dynamics may also influence management style (Ogunola et al., 2013: 3715). Therefore, it can be inferred that there are several management styles that were classified by researchers from different perspectives may be changed due to some organizational factors and manager's characteristics. However, it is seen that determining and categorization of the management styles generally on the ground that managers power and authority in the organization (Kanten and Ülker, 2014: 20). In this study, management styles were classified based on the manager's usage of power and delegation of authority which derived from Lippitt and White model. According to this model, management styles examined under the autocratic, democratic and laissez faire. But in this study only two dimensions autocratic and democratic management styles were examined.

- **Autocratic Management Style** refers to the giving orders, instructions and demands to be listened to and like to control over others (Żuchowski, 2016: 36). These managers are generally rigid, insecure and suspicious of others. The subordinates are focused on completing assigned tasks and they excessively dependent on their manager. Autocratic managers made decisions for themselves and not to like work around obstacles (Gould, 2005: 111). This management style reflects the classical perspective which gives managers power prominence so autocratic managers focus on to gain maximum control. According to this style, there is top-down communication and chain-of-command approach adopted. The manager does not consult employees and not allowed them to behave in an innovative way. He or she expected that employees to obey orders without asking questions and motivation could be enhanced by rewards or punishments (Ogunola et al., 2013: 3716).
- **Democratic Management Style:** This management style called also as participative or supportive style which focus on sharing decision making activities among subordinates and like to delegation of authority. However, democratic management style aims to motivate subordinates by applauding their successful performance (Marshall, 2012: 19). Democratic management style includes dialogue, encouraging employees to contribute towards ideas, and processing all the accessible information to the employees (Maqsood et al., 2013: 140). In addition, these managers have full confidence in subordinates, encourages and stimulates the creative ability of them and also like to motivate, convince and giving rewards. Besides, while democratic management style adopted, there is a vertical and horizontal communication between employees and managers emphasize ensuring a pleasant work climate (Bucata and Rizescu, 2016: 162-163).

Management styles are considered as one of the important components that may affect organizational effectiveness. In other words, while there is a good fit between the management style and functions of organization, effectiveness may be enhanced. However, it is expected that management styles may influence employees' attitudes and behaviors which reflect their performance and thereby the whole organizational performance (Uche and Timinepere, 2012: 200). Researches in the literature indicate that management styles lead to some positive and

negative results. For example, Okon and Isong (2016); Bucata and Rizescu (2016) studies emphasized that management styles related to the employee performance. Maqsood et al. (2013) suggested that there is relationship between the management style and job satisfaction. Mansor et al. (2012) focus on management style may affect employee's well-being levels. On the other hand, Thau (2009) asserted that management style influence employee's deviance behavior. Therefore, it is possible to express that management styles may have significant effect on employee's unfavorable behaviors such as counterproductive behaviors, aggressive and voice behaviors.

Voice behavior defined as a discretionary manner in which an individual communicates his or her ideas, suggestions, concerns, or opinions related with work issues which intent to improve organizational functions (Andisiyasari et al., 2017: 2; Latif and Arif, 2018: 509). It aims to making a constructive, change-oriented communication intended to improve one's situations with act of speaking up. In other words, voice behavior plays a significant role in the efficiency of the organization by providing change and innovation (Kanten and Ulker, 2012: 1018). Therefore, voice behavior is considered as an umbrella construct that provides employees speak up in a proactive manner to make suggestions leading changes. In literature it is seen some classifications related to voice behavior. According to Liang et al (2010) voice behavior have examined under two dimensions which are called as promotive voice and prohibitive/reactive voice. Promotive voice refers to the expression of new ideas or suggestions for improving the work unit or organizational functions. In contrast, prohibitive or reactive voice indicates that employees' expressions of concern about work issues which is expected to harmful to the organization. Thus, it is possible to express that while promotive voice aims to developing improvement, prohibitive/reactive voice targeted to prevent harmful effects (Kong et al., 2017: 795).

In literature, it is seen certain distinction between promotive and prohibitive/reactive voice behaviors. For example, promotive behaviors are proactive so they promote and encourage innovations. On the other hand, reactive voice behaviors are considered as protective and preventative which includes speaking out to stop inappropriate or unethical behaviors. In other words, while promotive voice behavior related to the implementation of new procedures and practices, reactive voice behavior is concerned with the inhibition of the work practices (Guzman and Espajo, 2018: 75). However, reactive voice behaviors aimed to prevent the adverse effects of organizational losses. Therefore, it can be inferred that both two forms of voice behaviors considered as constructive and useful for the organizational processes (Liang and Tang, 2010: 543). It is asserted that voice behaviors lead to various positive effects such as increasing innovation, group learning, change orientation and preventing negative events (Hassan et al., 2015: 142). In addition, voice behaviors considered as valuable for organizational well-being as to increase motivation and satisfaction of employees. Besides, voice behavior provides organization to gain competitive advantage, to survive and to face future challenges. Due to these positive outcomes of voice behaviors, researchers focused on antecedents' components which lead employees to speak up in an organizational context (Andiyasari et al., 2017: 2).

In literature, it is indicated that predictors of voice behavior can be classified from two different perspective such as contextual and individual. As scope of the contextual predictors; organizational structure, organizational culture, perceived organizational support, management and leadership styles examined as an antecedents of voice behavior. However, from the individual perspective, it is possible to express that personality traits, self-esteem, locus of control, gender, organizational tenure, work status, position and etc. regarded as a predictors of voice behaviors (Morrison, 2011: 385-395). Particularly, it is seen that researchers emphasized organizational antecedents much more than individual components. For example, Liu et al. (2010) emphasized transformational leadership; Yuan et al. (2017) suggested that ethical leadership; Kong et al (2017) suggested leader-member exchange are significantly related to

the voice behavior of employees. In addition, Ho (2017) indicated that supervisor support also Zhu and Zhu (2018) asserted that management openness examined as an antecedents of the voice behaviors. Thus, it is possible to express that management attitudes, leadership and management styles can be positively related to the voice behaviors, so the following hypotheses are proposed:

H₁: Autocratic management style influences employees' promotive voice behavior levels positively.

H₂: Democratic management style influences employees' promotive voice behavior levels positively.

H₃: Autocratic management style influences employees' reactive voice behavior levels positively.

H₄: Democratic management style influences employees' reactive voice behavior levels positively.

Besides, management and leadership characteristics there is one variable that may be substantial for predicting voice behavior which is called as psychological contract. The psychological contract basically refers to the employee-employer relationship and emphasizes understanding of employee's expectations by the organizations (Aggarwal and Bhargava, 2009: 4). Psychological contracts defined as individuals' beliefs regarding the mutual obligations between themselves and their organizations (Ng et al., 2014: 538). The roots of this concept originated from the social exchange and Adam's equity theory. According to these theories, it is suggested that an individual's comparing the cost and benefits with the contributions or outcomes. If employees perceived that they do not receive any benefits equal to what they have contributed, they may believe that organization unwilling to meet their obligations (Chao et al., 2011: 764). In other words, in the context of psychological contract individuals exchange their resources such as time and effort with the employer's outcomes like pay and opportunities. Therefore, it can be inferred that psychological contract considered under two dimensions as transactional and relational based on the focus, stability, scope and the tangibility of the promise. While transactional contract includes economic exchanges between employer and employee, relational refers to the non-economic conditions which compromise long-term relationships such as training and development (Jensen et al., 2010: 557).

Due to the psychological contract lead to the shaping of employees' perception to their organizations, its antecedents cannot be undermined (Agbozo et al., 2018: 35). These perceptions formed based on some organizational components such as human resource policies, perceived organizational support, organizational climate, organizational reputation and management styles (Kanten et al., 2015: 371). In literature, it is seen some researchers Mashigo (2013); Chu and Kuo (2012); Subramanian (2017); indicated that there is a significant relationship between leadership styles and psychological contract perception. In addition, Gerçek (2018) stated that managers are considered as crucial components which lead to forming and maintaining psychological contract perception. Thus, the following hypotheses were developed.

H₅: Autocratic management style influences employees' psychological contract perception positively.

H₆: Democratic management style influences employees' psychological contract perception positively.

The psychological contract which reflects the employees' perception of overall organization may lead to emerging some outcomes for both individuals and organizations. For example, it is supposed that employees' job satisfaction, job performance, turnover intention and organizational commitment levels were affected and also it is expected psychological contract

considered as a crucial antecedent of positive and negative behaviors such as organizational citizenship behaviors and deviance behaviors (Buyukyılmaz and Cakmak, 2013: 51). Researchers Jensen et al. (2010); Chao et al. (2011); İyigün and Çetin (2012); Hussain (2014) asserted that psychological contract perception and violation lead to the counterproductive and deviance behavior. However, Shih and Chuang (2013); Liu et al. (2013) suggested that there is a significant relationship between psychological contract and organizational citizenship behaviors. In addition, Turnley and Feldman (1999); Ng et al. (2014); Guo (2017) emphasized that psychological contract related to the voice behaviors. Therefore, it is possible to express that psychological contract determines employees' behavior and attitudes, so the following hypotheses are proposed.

H7: Psychological contract perception influences employees' promotive voice behavior levels positively.

H8: Psychological contract perception influences employees' reactive voice behavior levels positively.

When employees perceive that their organization fulfills the obligations and takes care of their well-being, it is expected employees perceived psychological contract. However, according to the social exchange theory, it can be concluded that psychological contract perception shaped based on the manager's attitudes (Erkutlu and Chafra, 2013: 833). Thus, management attitudes and behaviors may lead shaping of psychological contract perception which in turn causes to the increase or decrease of voice behavior so it is expected that psychological contract will mediate the relationships between management styles and voice behavior.

H9: Psychological contract perception has a mediator role on the relationships between autocratic management style and promotive voice behavior.

H10: Psychological contract perception has a mediator role on the relationships between autocratic management style and reactive voice behavior.

H11: Psychological contract perception has a mediator role on the relationships between democratic management style and promotive voice behavior.

H12: Psychological contract perception has a mediator role on the relationships between democratic management style and reactive voice behavior.



Figure 1. Research Model Direct Effects



Figure 2. Research Model Indirect Effects

2. Research Method

2.1. Sample and Procedures

The present sample of the research was composed of one of the public university's employees which are located in Turkey. The participants involve 217 administrative staff who have working in different units determined by a convenient sampling method. Out of 300 questionnaires that have been sent out, 230 have been returned, representing a response rate of 76%. After the elimination of the cases that have incomplete data and outliers, 217 questionnaires (72%) have been accepted as valid and included in the evaluations. However, questionnaire survey method is used for data collection in this study. The questionnaire form contains three different measures related to research variables. Out of the 217 respondents, 52% were female and 48% were male; 30% were between 26 and 33 years, 36% were between 34 and 41 years, 34% were older than 42 years. In addition, 52% of the total respondents had a bachelor's degree, 17% high school degree and 17% of them had a vocational school degree, whereas 14% had a graduate degree. However, 22% of the participants had been working between 1 and 5 years, 38% of them had been working between 6 and 10 years and 36% of them had been working more than 11 years in the academic institution.

2.2. Measures

The measures used in the questionnaire forms have been adapted from the previous studies in the literature. As a result of the pilot study, some corrections were made in the questionnaire forms. A Likert-type metric, that is, expressions with five intervals has been used for answers to the statements of survey. Anchored such; "1- strongly disagree, 2- disagree, 3- agree or not agree, 4- agree, 5-strongly agree". Moreover, 5 demographic questions were included in the questionnaire form. Firstly, all scales were subjected to the exploratory factor analyses to check the dimensions, and then confirmatory factor analyses were applied to all scales.

- **Management Style Scale:** Management style scale was taken from Kantén and Ulker (2014) study. Exploratory factor analyses using principle component analysis with varimax rotation was applied to the adapted scale to check the dimensions. As a result of the management style scale variables, 6 items were removed from the analysis due to the factor loading under 0.50 and two factor solutions (authoritarian and democratic) were obtained in accordance with the theoretical structure. Some examples of the items asked to the employees are as follows: "Our manager share job roles equally"; "Our manager takes decision by themselves".

- **Psychological Contract Scale:** Employees psychological contract perception scale was taken from Kantén et al. (2015) studies. Exploratory factor analyses using principle component analysis with varimax rotation was applied to the adapted scale to check the dimensions. As a result of the psychological contract scale variables, 9 items were removed from the analysis due

to the factor loading under 0.50 and two factor solutions (relational and operational) were obtained in accordance with the theoretical structure. Some examples of the items asked to the employees are as follows: “I anticipate taking payment for the working overtime”; “I think this organization remunerate their employees”.

• **Voice Behavior Scale:** Employees’ voice behavior levels were measured with 24 items which was developed by Begüm (2017). As a result of the exploratory factor analyses, 3 items were removed from the analysis due to the factor loading under 0.50 and one factor solution were obtained in accordance with the theoretical structure. Some examples of the items asked to the employees are as follows: “In this organizations, employees mess things up deliberately”; “In this organization, employees slow down service when they want to”.

3. Analysis

For the analyzing obtained data, SPSS for Windows 22 and SmartPLS v3 were used. Smart PLS v3 used for testing the hypotheses by employing partial least squares–structural equation modeling method. Therefore, partial least squares method was used in this study. This method is considered as a recognized way for estimating path coefficients in structural models and also it is seen well-known in the management literature in the last decade due to its capable under the non-normality conditions and small samples (Ali and Kim, 2012: 302). Due to the non-normality conditions Smart PLS program were chosed for the hypotheses test. However, Smart PLS program was used by applying bootstrapping technique (5000 resample) to determine the significance levels of the proposed hypothesis and also Anderson and Gerbing (1988) two-step approach has been used.

4. Research Findings

4.1. Measurement Model

In the extent of the measurement model, convergent validity and discriminant validity were tested. Factor loadings, composite reliability (CR), and average variance extracted values were computed. Table 1 shows that factor loadings exceeded the recommended value of 0.6; composite reliability values greater than the recommended value of 0.7, and also average variance extracted is exceeded the recommended value of 0.5. Therefore, it can be interpreted that all values in an acceptable range (Hair et al., 2006).

Table 1. Summary Table of Validity and Reliability

Variables		Factor Loadings	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Management Styles	Autocratic Management Styles	0.548-0.917	0.932	0.829	0.561
	Democratic Management Styles	0.627-0.837	0.881	0.902	0.608
Psychological Contract	Psychological Contract	0.626-0.858	0.810	0.840	0.572
Voice Behavior	Promotive Voice Behavior	0.717-0.845	0.880	0.904	0.613
	Reactive Voice Behavior	0.762-0.846	0.918	0.933	0.666

In scope of the discriminant validity, it is needed to assess the fornell larcker criteria. Discriminant validity provided when the square root of the AVE (diagonal values) of each construct is larger than its corresponding correlation coefficients (Fornell & Larcker, 1981). Table 2 shows that each indicator's loadings on its own construct are higher than all cross loadings with other constructs. Thus, it can be said that convergent validity and discriminant validity criteria were provided.

Table 2. Discriminant Validity

	Autocratic Management Style	Promotive Voice Behavior	Democratic Management Style	Psychological Contract	Reactive Voice Behavior
Autocratic Management Style	0.749				
Promotive Voice Behavior	-0.184	0.783			
Democratic Management Style	-0.282	0.699	0.779		
Psychological Contract	-0.267	0.635	0.642	0.756	
Reactive Voice Behavior	-0.236	0.784	0.680	0.648	0.816

4.2. Structural Model

Structural model and hypotheses were tested with using Smart PLS v3 and bootstrapping procedure by 5000 iterations. Firstly, the standardized R² and standardised root mean square residual (SRMR) were computed. In this model SRMR value was observed 0.072 which is under the recommended value of 0.08 shows that model has an acceptable. Standardized R² refers to the explanatory level of independent variable on dependent variable. Therefore, the independent variable (management styles) explain 54% of the employees reactive voice behavior levels and also explain 55% of the promotive voice behavior levels. However, management styles explain 42% of the psychological contract perception of employees. Figure 2 shows the results of the structural model analysis.

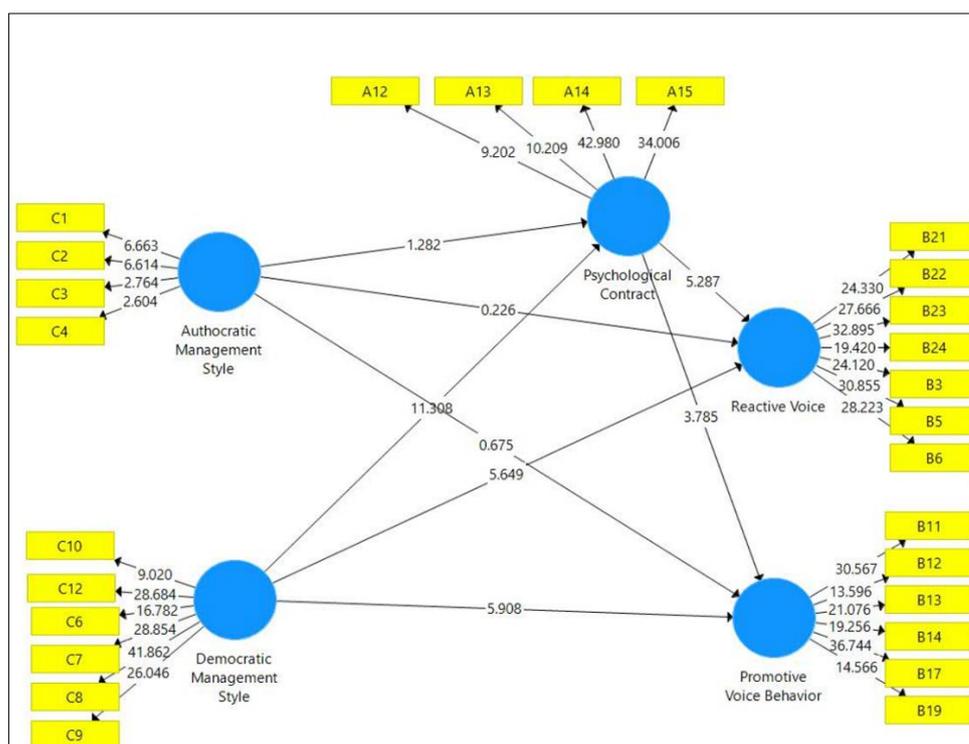


Figure 2. Structural Model

According to the structural model, it is possible to express that the path parameter and significance levels show that the dimension of management styles which considered as democratic management style has a positive and significant effect on employees' promotive voice behavior levels ($\beta=0.504$; t -value 5.908) and also democratic management style has a positive and significant effect on reactive voice behavior levels of employees ($\beta=0.447$; t -value=5.649), so H_2 and H_4 hypotheses were supported. In addition, research results revealed that democratic management style has a positive and significant effect on employees psychological contract perception levels ($\beta=0.615$; t -value=11.308) and H_6 hypothesis was supported. On the other hand, psychological contract has a positive and significant effect on promotive ($\beta=0.324$; t -value=3.785) and reactive ($\beta=0.358$; t -value=5.287) voice behavior levels so H_7 and H_8 were supported. Based on these results, authoritarian management style has no significant effect on promotive and reactive voice behavior so H_1 and H_3 were not supported. However, authoritarian management style has no significant effect on psychological contract perception level of employees so H_5 was not supported.

In this study, it is tested the mediating effect of psychological contract on the relationship between management styles and voice behaviors. For examining the mediating effect Preacher and Hayes (2008), a bootstrap procedure was used to test the indirect effects of management styles on voice behavior via psychological contract. According to the first mediating model, the regression coefficients of the mediator effect of psychological contract in the relationships between democratic management style and promotive voice behaviors ($\beta =0.199$ $p<0.001$) and the bootstrap confidence interval [.0104; .302] does not contain zero. Therefore, it can be expressed that criterion of significance of the mediator effect of psychological contract between democratic management style and promotive voice behavior, so H_{11} hypothesis was supported. In order to estimate the size of the indirect effects of mediators, VAF % (Variance Accounted For) was calculated. For the mediating model the VAF value is computed 28% which interpreted as a partially mediating effect. Besides, it is possible to express that 28% of the total effect of democratic management style on promotive behavior is explained by the indirect effect of psychological contract.

Other mediating effect model 2 shows the regression coefficients of the mediator effect of psychological contract in the relationships between democratic management style and reactive voice behaviors ($\beta = 0.220$ $p < 0.001$) and the bootstrap confidence interval [.0146; .304] does not contain zero. Therefore, it can be expressed that criterion of significance of the mediator effect of psychological contract between democratic management style and reactive voice behavior, so H_{12} hypothesis was supported. In order to estimate the size of the indirect effects of mediators, VAF % (Variance Accounted For) was calculated. For the mediating model the VAF value is computed 31% which interpreted as a partially mediating effect. Besides, it is possible to express that 31% of the total effect of democratic management style on reactive behavior is explained by the indirect effect of psychological contract. After giving these results, it can be summarized hypotheses tests in Table 3.

Table 3. Direct Effects of Structural Model and Path Coefficients

Hypotheses	Standardized B	t values	p values	Results
Autocratic Management -> Promotive Voice Behavior	0.045	0.675	0.500	H_1 not supported
Democratic Management -> Promotive Voice Behavior	0.504	5.908	0.000	H_2 supported
Autocratic Management -> Reactive Voice Behavior	-0.014	0.226	0.821	H_3 not supported
-Democratic Management -> Reactive Voice Behavior	0.447	5.649	0.000	H_4 supported
Autocratic Management -> Psychological Contract	-0.094	1.282	0.200	H_5 not supported
Democratic Management -> Psychological Contract	0.615	11.308	0.000	H_6 supported
Psychological Contract -> Promotive Voice Behavior	0.324	3.785	0.000	H_7 supported
Psychological Contract -> Reactive Voice Behavior	0.358	5.287	0.000	H_8 supported

Table 4. Indirect Effects of Structural Model and Path Coefficients

Mediating Effects	Standardized B	t values	p values	Results
Autocratic Management -> Psychological Contract -> Promotive Voice Behavior	-0.030	1.119	0.263	H_9 not supported
Autocratic Management -> Psychological Contract -> Reactive Voice Behavior	-0.034	1.150	0.250	H_{10} not supported
Democratic Management -> Psychological Contract -> Promotive Voice Behavior	0.199	3.872	0.000	H_{11} supported
Democratic Management -> Psychological Contract -> Reactive Voice Behavior	0.220	5.570	0.000	H_{12} supported

Conclusion

Today's volatile and dynamic working area, managers and their managing ways are considered as a crucial component of organizational survival and effectiveness. Organizations required talented managers who can exhibit effective styles according to the organizational conditions. Therefore, it is needed to choose most appropriate and efficient management style to obtain positive outcomes both from individual and organizational perspective. Because, it is expected

that while favorable management styles may lead employees to behave in a positive manner, undesirable techniques cause to the adverse effects. In literature, it is seen several classification related to the management styles, this study examined most prominent styles which are called autocratic and democratic. While autocratic management style refers to the strict to the rules, making decision by him or herself and not to like behaving in a flexible manner, democratic management style considered as participative technique which gives an importance their subordinates and delegate their authorities. It is asserted that both management styles have significant effect on shaping organizational conditions such as organizational climate, organizational trust and justice. Management styles also considered as an important component of forming employing circumstances like quality of work life, psychological contract and corporate reputation perception. Besides, it is expected that management styles lead to employees' exhibit positive and negative behaviors such as organizational citizenship behavior, deviance and voice behavior. Therefore, it can be inferred that management styles may cause some individual and organizational outcomes. Accordingly, in scope of this study, the effects of management styles such as psychological contract perception and voice behavior were examined.

As a result of the research findings, it has been revealed that democratic management style have a significant effect on both promotive and reactive voice behaviors. These results show that while managers maintain positive attitudes towards to their subordinates such as participative and supportive manner, it is expected employees to exhibit constructive, innovative and proactive voice behaviors. According to the research results, it found that autocratic management style has no effect on voice behavior dimension. Therefore, it can be inferred that while managers focus on giving orders, bureaucracy, higher control and unwilling for favorable suggestions related with the procedures and policies, it is assumed employees not have tendency to behave in a proactive or innovative way. In other words, in case of the employees perceive their managers autocratic, it is expected that employees fulfill only their obligations related with their job and not willing to take care any responsibilities which go beyond their duties. On the other hand, research results reveal that democratic management style has a positive and significant effect on employee's psychological contract perception. Because this management style may lead favorable condition in which employees feel themselves valuable and organization fulfilled their obligation, so it is expected psychological contract perceived. However, autocratic management style has no significant effect on psychological contract perception. In other words, based on the managers' rigid attitudes, willing to obeying roles and give importance excessive control, these conditions may lead employees perceive organizational conditions unfavorable.

However, research findings showed that psychological contract has a positive and significant effect on promotive and reactive voice behaviors. Therefore, it can be inferred that when organizations provide favorable conditions which perceived mutually between employees and organizations, employees may express their thoughts and expectations easily. Besides, employees may prone to prevent adverse effects of organizational policies and procedures. Thus, in case of the psychological contract perception, it is expected that employees behave to protect organization from the losses and adverse effects. In addition, it is found out psychological contract has a mediating role between democratic management style and voice behavior dimensions. This result demonstrates both managers behave in a participative and supportive manner towards to their subordinates and also organizations maintain positive conditions which facilitate employee's perception that their organizations valued to themselves, it is supposed them to behave in a favorable manner such as making suggestions and prevent undesirable outcomes. Accordingly, it can be suggested to the organizations to adopt most effective management style and to enforce psychological contract perception more strongly as a practical contribution.

In conclusion, it is possible to express management styles may influence both organizational conditions and employees behaviors. In the literature, there are some studies related to the positive and negative effect of management styles, but there is no study which focus on management styles, psychological contract and voice behavior together in the academic institutions. Due to the voice behaviors have a significant effect on efficiency of the public institutions, it is needed to reveal its determinants, so it can be inferred that there is a theoretical contribution of this study. For future studies, it is recommended that some other antecedents such as human resource policies or work life quality can be questioned and as a mediator variable organizational based self-esteem may be taken. Moreover, some other consequences of management styles such as aggression or withdrawal behaviors can be examined also in other researches.

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