

The Mediating Role of Employee Voice and Psychological Ownership in the Effect of Transformational Leadership on Organizational Identification

Mustafa Altıntaş¹ 

Dönüşümcü Liderliğin Örgütsel Özdeşleşme Üzerindeki Etkisinde Çalışan Sessliliği ve Psikolojik Sahiplenmenin Aracılık Rolü	The Mediating Role of Employee Voice and Psychological Ownership in the Effect of Transformational Leadership on Organizational Identification
Öz <p>Bu araştırmanın amacı dönüşümcü liderliğin örgütsel özdeşleşme üzerindeki etkisinde psikolojik sahiplenmenin ve çalışan sessliliğinin aracılık rolünün belirlenmesidir. Nicel araştırma deseninin benimsendiği çalışmada örneklemleri Aksaray'da faaliyet gösteren küçük, orta ve büyük ölçekteki işletmelerde çalışanlar oluşturmaktadır. Araştırmada kolayda örnekleme yöntemi benimsenmiştir. 431 kişiyle çevrimiçi anket yoluyla veriler toplanmıştır. Toplanan verilerin analiz edilmesinde kısmi en küçük kareler yol analizi (PLS-SEM) tercih edilmiş olup Smart-PLS istatistik programı kullanılarak analiz gerçekleştirilmiştir. Araştırma verilerinden elde edilen bulgulara göre dönüşümcü liderliğin örgütsel özdeşleşmeye etkisinde çalışan sessliliğinin kısmi aracılık rolünün olduğu görülmüştür. Her ne kadar psikolojik sahiplenme, dönüşümcü liderliğin örgütsel özdeşleşme üzerindeki etkisini azaltsa da VAF hesaplamasına göre aracılık rolünün anlamlı bulunmadığı gözlemlenmiştir.</p>	Abstract <p>The aim of this study is to determine the mediating role of psychological ownership and employee voice in the effect of transformational leadership on organizational identification. In the study in which quantitative research design is adopted, the sample consists of employees working in small, medium and large-scale enterprises operating in Aksaray. Convenience sampling method was adopted in the study. Data were collected from 431 people through an online survey. Partial least squares path analysis (PLS-SEM) was preferred to analyse the collected data and the analysis was performed using Smart-PLS statistical software. According to the findings obtained from the research data, it was seen that employee voice has a partial mediating role in the effect of transformational leadership on organizational identification. Although psychological ownership reduces the effect of transformational leadership on organizational identification, it was observed that the mediating role was not significant according to the VAF calculation.</p>
Anahtar Kelimeler: Dönüşümcü Liderlik, Örgütsel Özdeşleşme, Çalışan Sessliliği, Psikolojik Sahiplenme	Keywords: Transformational Leadership, Organizational Identification, Employee Voice, Psychological Ownership
JEL Kodları: M12, M15, M10	JEL Codes: M12, M15, M10

Araştırma ve Yayın Etiği Beyanı	Bu çalışma Yozgat Bozok Üniversitesi 16.02.2022 tarih ve 30/01 sayılı Etik Kurul Onay Belgesi ile bilimsel araştırma ve yayın etiği kurallarına uygun olarak hazırlanmıştır.
Yazarların Makaleye Olan Katkıları	Çalışmanın tamamı yazar tarafından hazırlanmıştır.
Çıkar Beyanı	Yazar açısından ya da üçüncü taraflar açısından çalışmadan kaynaklı çıkar çatışması bulunmamaktadır.

¹ Öğr. Gör. Dr., Yozgat Bozok Üniversitesi, Çekerek Fuat Oktay Sağlık Hizmetleri Meslek Yüksekokulu, Tıbbi Hizmetler ve Teknikler Bölümü, mustafaltintas40@gmail.com

1. Introduction

Leadership emerges as a concept that researchers have been studying from the past to the present, influencing and directing human communities. Leadership, encountered in many fields, is a decisive factor in shaping the success of organizations or groups, with various approaches and styles. While leadership was historically focused on management and influence, it is now recognized as a modern concept integrated into various areas such as business, politics, education, and sports.

When examining leadership approaches, it is observed that, from a scientific perspective, they have evolved into the "Trait Approach," "Behavioral Approach," "Contingency Approach," and most recently, "Modern Leadership Approaches" (Kırılmaz, 2012). When we look at modern leadership approaches, it is seen that technology is an approach that is continuously developed with the change and development of human needs. One of the modern leadership approaches, transformational leadership, stands out from other approaches as a leadership style that transforms and inspires followers in contrast to traditional leadership approaches. Formulated on a contemporary basis, transformational leadership aims to motivate followers, unleash their potential, establish strong relationships, and focus on personal development. As one of the modern leadership approaches, transformational leadership, along with other modern leadership approaches, is a strategy aimed at enhancing both work life and other domains. In addition to traditional leadership approaches, transformational leadership has the ability to shape organizational culture, especially in the long term, and provides opportunities for learning and growth.

One of the important concepts for organizational life is the concept of organizational identification, which is emphasized in the fields of management psychology and organizational behavior. Organizational identification provides a framework used to understand employees' loyalty, identity, and relationships with an organization, and is seen as one of the factors influencing its success. Gautam et al. (2004) state that emotions such as loyalty, membership, and similarity need to be revealed for the phenomenon of identification to occur. When looked at at the organizational level, the concept that signifies the intertwining and identification of employees with the organization is closely related to performance and commitment. For organizational identification to occur, there should be strategies, directives, and practices within the organization that encourage it. It is essential to remember that employees who perceive their work as "their own business" and contribute to the organization with a sense of ownership can lead the organization to success.

Human psychology possesses a highly complex structure, with each individual having unique experiences, emotional responses, and thought patterns. In the intricacies of this complexity, it becomes crucial for a person to develop a profound understanding of their own identity, emotional world, and values. The concept of psychological ownership emerges as a process of accepting and understanding one's own mental and emotional existence. Psychological ownership is expressed through the honesty a person sees in themselves, self-respect, experiences, mistakes, strengths, and their integration into a cohesive whole. Closely related to the concept of organizational identification, psychological ownership, according to Pierce et al. (2004), involves emotions directed towards objects that the individual doesn't actually possess in the organizational context. It manifests as a long-term commitment to decisions, a sense of responsibility, and feeling oneself as an integral part of the organization. When an individual becomes aware of their situation in their own world, they can also highlight

the sense of ownership in various ways within the organization where they perform their duties.

On the other hand, effective communication is considered one of the fundamental building blocks of a successful organization in today's modern business world. In the workplace, there is a flow of communication among managers, employees, and external stakeholders. Employee voice, which holds a significant place in this communication process, encompasses all activities individuals undertake to improve any aspect related to their work (Withney & Cooper, 1989). On the other hand, it is defined as the voluntary expression of opinions to positively influence organizational functioning (Banerjee & Somanathan, 2001). Employee voice is a positive concept and holds great importance in organizational communication. The success of an organization is largely dependent on the communication, exchange of ideas, and problem-solving among employees, their subordinates, and superiors. This situation directly effects intra-organizational collaboration and other dynamics.

This research was conducted to determine how transformational leadership, which has an important place in today's business world, affects employees towards the organization, and to reveal identification, psychological ownership and employee voice. The main problem in this research, which was conducted to determine the effect of transformational leadership on organizational identification through psychological ownership and employee voice, is to reveal the leader's capacity to fully influence employees. How the outputs of transformational leadership such as inspiring, role modelling and personal interest are shaped according to the perception of employees is revealed within the scope of the research and determining other factors affecting organizational identification is considered important for working life. In addition, structural equation modelling was used in this research and SmartPLS programme was used for measurement. Structural equation modelling is a modelling that is frequently used especially in the field of social sciences and where the effects between variables are examined in more detail. Therefore, it is considered important to examine the relationships between the concepts in this research in detail in order to make measurement models of the scales used in the research.

2. Transformational Leadership

Leadership is a concept that has existed throughout human history, born out of the inherent desire for both leading and being led. Numerous definitions and descriptions of leadership have been made from the past to the present, with many researchers and experts in the field agreeing on a definition that expresses leadership as the process of influencing group members/followers/employees to achieve predetermined goals (Lunenburg, 2013). While management emphasizes formal power to influence individuals, leadership, being an interactive process with individuals, is described as a social influence process (Keçecioğlu, 1998). Leadership is one of the important elements of management and it is a concept that stands out with its formal power to influence individuals.

Leadership emerges as a factor developed by individuals and societies throughout the historical process, capable of responding to cultural characteristics, needs, and changes. Theoretical perspectives categorize leadership into trait approach, behavioral approach, contingency leadership approaches, and modern leadership approaches (Bakan & Büyükbeşe, 2010). Transformational leadership, on the other hand, is one of the modern leadership approaches, and it is observed that many leadership approaches have been developed and their theoretical frameworks outlined in the recent past. The complementary nature of

fundamental elements in leadership approaches, the continuous effort to address deficiencies and improve them, and the pursuit of contributing to the literature by establishing a universal leadership approach can be considered foundational in leadership theories.

When we look at the transformational leadership approach, there is an approach that creates a positive change and transformation in the followers, and thanks to this, it is possible for the leader and followers to look after each other's interests. In transformational leadership theory, there is a principle of acting not only according to an individual but also according to the group (Warrilow, 2012). The concept emerged in 1978 in a descriptive study by Burns about political leaders and was further developed by Bass and Avolio, finding its place in the fields of management and organizational psychology (Jung & Sosik, 2002). Robbins & Coulter (2007) state that transformational leaders inspire and motivate their followers, achieving extraordinary results by doing so.

The transformational leadership approach developed by Bass (1985) is described not only for static situations but also as a leadership style suitable for environments characterized by uncertainty and variability (Nemanich & Keller, 2007). According to Kâhya (2013), the transformational leadership style is considered a revolutionary approach in management literature, revealing that leadership and management are phenomena that should be thought of separately. Bass & Riggio (2006) have expressed that transformational leadership is a versatile leadership style, encompassing transformation, possessing inspirational motivation, involving individual attention with followers, and being an approach that can respond to the needs of followers. Transformational leadership, which plays a significant role in unlocking the potential of followers, is a preferred approach by organizational leaders in terms of motivation and performance.

Most of the researches in the field of leadership suggest that transformational leadership is preferred for non-routine tasks and that organizations will be more successful with transformational leaders when adaptation is the main goal. The realisation that traditional leadership styles are not effective may lead leaders to undertake the task of developing an attractive model for the future (Yıldırım, 2021). There are some antecedents that enable the development of transformational leadership and organizational environments that require challenging or rapid change can facilitate the emergence of transformational leadership (Yaman & Yıldırım, 2020). In addition, a leader's individual experiences with his/her followers as a role model, working environments and external situations, and current experiences are among the antecedents in the emergence of transformational leadership (Avolio et al., 1991). Among many leadership styles, much attention has been focused on the effects of transformational leadership (Zhou & Velamuri, 2018). Empirical research shows that transformational leadership, which seeks to raise followers' expectations, create a sense of vision and mission, and help followers emphasise rational solutions, is a vital driver of employee creativity and innovative work behaviour (Großselj et al., 2020; Jyoti & Dev, 2015). The occurrence of phenomena such as employee creativity and innovative work behaviour are seen as important concepts in explaining the employee's bond with the organization.

3. Organizational Identification

Identification can be defined as an individual's identification with his/her organization, feeling himself/herself as someone who belongs to the organization and trying to resemble the organization. On the basis of identification, the individual firstly defines himself/herself and then perceives the objects, events, situations, people and similar elements related to himself/herself. Considering the use of identification in its current meaning, it is stated that it is included in the studies conducted after the 1970s (Kerse & Karabey, 2017). The concept of identification, rooted in identity and social identity theories, is suggested to begin with an individual being able to categorize themselves as a member of an organization in the literature (Wiesenfeld et al., 2001). Organizational identification is defined as a process where the employee at the organizational level associates themselves with the organization's goals, values, culture, and future (Eicholtz, 2000).

Looking at the historical background of organizational identification, it is observed that it began with the research of March and Simon in 1975. In their studies, researchers indicated that the degree of sharing, interaction, the number of individual needs met, perceived group reputation, and intra-group competition are antecedents of identification. Furthermore, in the 1980s, studies related to identification continued, and it is noted that it became associated with topics such as job satisfaction, motivation, individual decisions, role orientation and conflict, and employee relationships (Cheney, 1983).

Organizational identification is expressed as the employee seeing themselves as a part of the organization in which they work (Rousseau, 1998), the degree of attachment to the organization in the context of their own identity (Dukerich et al., 2002), and the psychological, affective, and cognitive connection between the employee and the organization (Edwards, 2005). Although identification and organizational commitment convey a similar framework, it is clear that they are distinct concepts. Identification can be considered as a different version of employees' commitment to the organization. Allen & Meyer (1990) and Mowday et al. (1979) state that organizational identification is often used interchangeably with organizational commitment, leading to confusion between the concepts. Organizational identification is said to be part of organizational commitment and organizational internalization (Bamber & Iyer, 2002). The key distinction between identification and commitment lies in the alignment of the employee's goals, values, and objectives with those of the organization. While these alignments exist in identification, the same does not necessarily apply to commitment (Mael & Asforth, 1992).

In the concept of organizational identification, the employee referring to themselves as a part of the organization results in organizational attraction, consistency between individual and organizational goals, and loyalty to the organization (Brown, 1969). The sense of being a part of the organization, along with the alignment of goals, is tied to the reasons for employees' existence in the organization and stems from the satisfaction of individual needs (Lee, 1971). Organizational identification is explained by emotional attachment to the organization and can be expressed as the mutual acceptance of goals and values (Hall et al., 1970).

There are many antecedents in the emergence of organizational identification and there are elements that are primarily influenced by the individual and the organization. Organizational justice, corporate image, organizational justice, organizational communication and leadership are some of them (Tüzün, 2006; Russo, 1998; İçerli, 2010). Especially in terms of transformational leadership, which is the subject of this study, it is known that the incentive

and charismatic characteristics of transformational leaders bring to the forefront the feelings of appreciation, respect, resemblance and trust in the leader (Coad & Berry, 1998). Potosakoff et al. (1990) reported that in transformational leadership, skills such as gathering around the goals of the organization and participation in the processes contribute to employee identification. Shriberg et al. (2002) state that in addition to transformational leadership, transactional leadership can lead its followers through rewards and interaction.

4. Employee Voice

Voice refers to the condition of being vocal, expressing oneself verbally, both in everyday life and organizational settings. It can be defined as individuals expressing their emotions and thoughts. Morrison (2011) defines voice in the organizational context as employees articulating their positive and negative thoughts about the organization and the work performed to enhance and improve the organization's performance. Saunders et al. (1992) state that employee voice involves not only expressing thoughts but also providing suggestions, engaging in constructive discussions with managers, uncovering problems, and, when necessary, lodging complaints.

When looking at the behavior of voice, it is generally observed that it is the result of a conscious and intentional decision by an individual. In this context, it is inconceivable to consider non-rational behaviors within the scope of voice. It is not accurate to label expressing every thought as voice; instead, bringing up situations directly and indirectly related to the work and the organization contributes to the achievement of the aim of voice. Voice behavior typically manifests in face-to-face communication, and the vocal behavior exhibited by an employee can be subject to interpretation by colleagues and managers in such situations (Van Dyne et al., 2003).

Employee voice is consciously and intentionally created by individuals, but it is essential to provide an environment at the organizational level that allows for it. The presentation of employees' opinions, thoughts, and information to contribute to organizational activities without any coercion is one of the most crucial objectives of employee voice. The emergence and institutionalization of employee voice in organizations depend on the importance given to employees' ideas and the encouragement to articulate problems by top management (Bowen & Blackmon, 2003: 1394). Oral Ataç (2018) suggests that employee voice is a constructive response system that can arise in situations of dissatisfaction, emphasizing the importance of employees freely expressing their thoughts for the effectiveness of management. On the other hand, considering the reactions presented by employees is seen as an important factor for organizational leaders, contributing to healthier employee-manager relationships, employees embracing the organization's goals, and strengthening their commitment to the organization (Farndale et al., 2011).

When the relevant literature is examined, it is observed that numerous studies have been conducted on the concepts of voice and silence. One notable study on voice and silence is conducted by Hirschman (1970). In this research, voice is defined as a response that emerges in the organization when something goes wrong. Other studies on voice were conducted in the 1970s and beyond (Kolarska & Aldrick, 1980; Rusbult et al., 1988; Saunders et al., 1992). With the advent of the 2000s, research on voice has predominantly involved survey-based studies and investigations conducted in conjunction with other variables (Zhou & George, 2001; Fuller et al., 2007; Botero & Van Dyne, 2009).

5. Psychological Ownership

Possession, which is a natural part of human life, is defined as an individual's perceptions about themselves, related to their personality, and what they possess in terms of family, title, knowledge, and belongings (Aslan & Ateşoğlu, 2020). The sense of ownership is an innate feeling in every individual, and it is described as perceiving an object considered an extension of the individual's self-esteem, such as family, title, knowledge, or property, as one's own (Pierce et al., 2004). It is not necessary for an individual to have legal authority over an object for the sense of ownership to develop. This is because the sense of ownership is an emotional state, and a connection formed towards an object, such as the love for a football team, can be examples of this. For instance, supporters of a football team identify with the team's successes, defeats, and other events by taking ownership, feeling a shared connection (Cocieru et al., 2019).

Looking at the theoretical background of psychological ownership, it is observed that it was developed by Pierce and his colleagues (1991). The psychological ownership presented in their model, developed in relation to employees' ownership, is expressed as a situation that starts from formal ownership and evolves. Building on the model they developed, Pierce and his colleagues (2001) stated that psychological ownership is a separate condition from legal ownership at the organizational level. Pierce (2004) argued that psychological ownership at the organizational level is an expression of a hidden emotional state towards objects that employees do not actually own. When employees start to feel themselves as part of the organization, the phenomenon of psychological ownership emerges, and, in conjunction with this, they make efforts for the long-term benefit of the organization. Demirkaya & Şimşek Kandemir (2014) state that while there are positive aspects of psychological ownership, there are also some organizational-level harms of high psychological ownership. Employees with high psychological ownership are noted to be closed to sharing due to a feeling of losing control over goals, not inclined towards teamwork, and avoiding delegation of authority.

Examining the research on psychological ownership, it is observed that employees with a high sense of ownership tend to exhibit positive behaviors such as volunteering for tasks, a sense of responsibility, a tendency to show organizational citizenship behavior, and the willingness to do everything for high performance; they also tend to avoid absenteeism, and they have no intention of leaving their jobs (Hsu & Kuo, 2003). On the other hand, the appropriateness of psychological ownership as a subject in organizational behavior research has attracted attention. Studies focusing on the antecedents of psychological ownership on employees, evaluated within the scope of positive organizational behavior, have been conducted (Van Dyne & Pierce, 2004; Mayhew et al., 2007; Lee & Chen, 2011; Kaur et al., 2013). There are also studies aiming to explore the relationship between leadership and psychological ownership (Bernhard & O'Driscoll, 2011; Avey et al., 2012; Zhu et al., 2013), as well as research on the relationship between organizational structure, characteristics, and psychological ownership (Pierce et al., 2009; Lee & Chen, 2011; Olckers & DuPlessis, 2012). Additionally, there are studies in the field of organizational behavior focusing on employee attitudes and psychological ownership (Pare & Sicotte, 2008; Liu et al., 2012).

6. Transformational Leadership, Organizational Identification, Employee Voice, and Psychological Ownership Relationship (Hypothesis Development)

Transformational leadership emerges as a leadership model aiming to align employees with the organization's goals and ensuring acceptance of group objectives (Podsakoff et al., 1990). On the other hand, transformational leadership behaviors increase organizational identification in individuals. Transformational leaders create an inspiring, empowering, and attractive vision for the future, making the organization seen as an acceptable and workable place for employees (Epitropaki & Martin, 2005). Furthermore, transformational leaders influence employees' identification with the organization by defining their roles within the organization (Gakovic, 2002). When examining the relationship between transformational leadership and organizational identification, it is anticipated that it can be explained by social exchange theory, leader-member exchange, and person-organization fit theory. Social exchange theory assumes that parties create and sustain social relationships within the expectation of being rewarded (Bolat et al., 2009). Leader-member exchange theory involves mutual interaction, with leaders and members influencing each other's behavior patterns, emphasizing a shared culture and value system (Scandura et al., 1986). In the person-organization fit theory, alignment between the employee and the organization is described in terms of goals, needs, individual preferences, organizational structure, organizational climate, and personal characteristics (Kristof, 1996). Generally, in person-organization fit, employees perceive and align themselves with their managers, who serve as representatives of the organization, rather than directly perceiving the organization. Eren & Titizoğlu (2014) state that transformational leaders, through their individualized consideration, treat employees differently and fairly, leading to employees feeling special, motivated, and encouraged. This situation positively effects employee success. Based on the above research, the following hypothesis has been developed:

H1: Transformational leadership has a positive and significant effect on organizational identification.

One of the most crucial factors influencing employee behaviors in an organization is leadership approaches. In this context, the leader is described as the central figure in organizational life, holding a central role as an authority figure (Zhang et al., 2015). Regarding employee voice behavior, the leader has an effect, as the leader is considered the sole person to resolve the issues brought forth by the employee. Moreover, since the leader holds control over the reward and punishment mechanisms within the organization, the emergence of voice behavior is related to this authority (Xiao & Pan, 2017). When examining the relevant literature, positive and significant relationships are observed between different leadership styles and employee voice behavior. Particularly, research by Detert and Burris (2007) concluded that transformational leadership positively influences employee voice behavior. Furthermore, positive relationships between leadership styles such as ethical leadership, servant leadership, and task-oriented leadership and employee voice behavior are evident in the literature (Duanxu et al., 2015; Henderson, 2013; Bulut & Meydan, 2018). Based on the findings from the above-mentioned research, the following hypothesis is formulated:

H2: Transformational leadership has a positive and significant effect on employee voice behavior.

When examining the foundation of the relationship between transformational leadership and psychological ownership, it is believed that themes such as individual attention, inspiring motivation, and intellectual stimulation, which are key themes of transformational leadership, play a crucial role in the development of the employee's sense of ownership towards the organization. Research in the literature supports this notion, as evidenced by a study conducted by Avey et al. (2012), indicating that transformational leadership establishes an environment conducive to fostering hope and trust for psychological ownership. Additionally, it has been suggested that transformational leadership creates and enhances conditions that contribute to the development of psychological ownership (Birasnav et al., 2011). Another study emphasizes the importance of transformational leadership in facilitating communication for employees when facing challenges, thereby influencing psychological ownership (Yuan & Lin, 2012). Similarly, Shouse's research (2017) identifies a positive relationship between transformational leadership, leadership outcomes, and psychological ownership. In this study, the hypothesis below is formulated with the assumption that transformational leadership influences psychological ownership.

H3: Transformational leadership has a positive and significant effect on psychological ownership.

The concept of psychological ownership involves an individual perceiving the object they possess as an extension of their self (Pierce et al., 2001). In psychological ownership, an individual perceives the organization as their own, while in organizational identification, the individual believes they complete themselves with the organization. In both cases, personnel experience a sense of belonging to the organization. They also feel dedicated to the organization and position it at the center of their lives, incorporating it into their personal space (Knapp et al., 2014). The relationship between these two concepts can be explained in the context of social identity theory. Social identity theory posits that individuals develop their social identities within the groups and organizations they are a part of and progress within this framework. According to this theory, individuals strive to develop their social identities to the best and most positive level within the group (Coşkun, 2006). In this context, employees who psychologically own their organizations, guided by social identity theory, will desire to see their organizations as an extension of their selves and, consequently, be able to identify with the organization. Based on the insights from the above-mentioned research, the following hypothesis is formulated:

H4: Psychological ownership has a positive and significant effect on organizational identification.

When individuals face undesirable situations in the organizations where they work, instead of expressing cynical behaviors towards the organization or quitting their jobs directly, they seek ways to solve the problems. Employee voice behavior is considered a response to situations perceived as wrong by individuals, aiming for the improvement of existing negative circumstances (Hirschman, 1970). In this context, the desire of an employee to address the problems encountered in the organization where they work stems not only from personal interests but also from the loyalty to the organization and the respect for their job. Wang et al. (2021) emphasize the significant contributions of employees who are committed to their work and identify with their organization in problem-solving. When examining the relationship

between psychological ownership and organizational identification, it can be explained through social exchange theory. In this theory, it is reported that employees who are satisfied with their jobs and emotionally attached to their employers are more willing to make constructive suggestions (Cropanzano & Mitchell, 2005). The peace and happiness derived from being able to express oneself in the work environment, where one spends the majority of their day, can manifest as positive returns in terms of work performance. Therefore, employees who feel positive approaches from their leaders in the organization they work for are expected to report situations they believe are beneficial to the organization when facing problems, demonstrating voice behavior (Yalçın & Fayganoğlu, 2022). Based on the insights from the above-mentioned research, the following hypothesis is formulated:

H5: Employee voice behavior has a positive and significant effect on organizational identification.

The relationship between transformational leadership, organizational identification, employee voice behavior, and psychological ownership has been attempted to be explained by reviewing the literature above. When examining the literature, it is observed that there is a causal relationship among these concepts, supported by both theoretical and empirical research. Therefore, based on the idea that employee voice behavior and psychological ownership play a mediating role in the effect of transformational leadership on organizational identification, the following hypotheses are formulated:

H6: Psychological ownership has a mediating role in the effect of transformational leadership on organizational identification.

H7: Employee voice has a mediating role in the effect of transformational leadership on organizational identification.

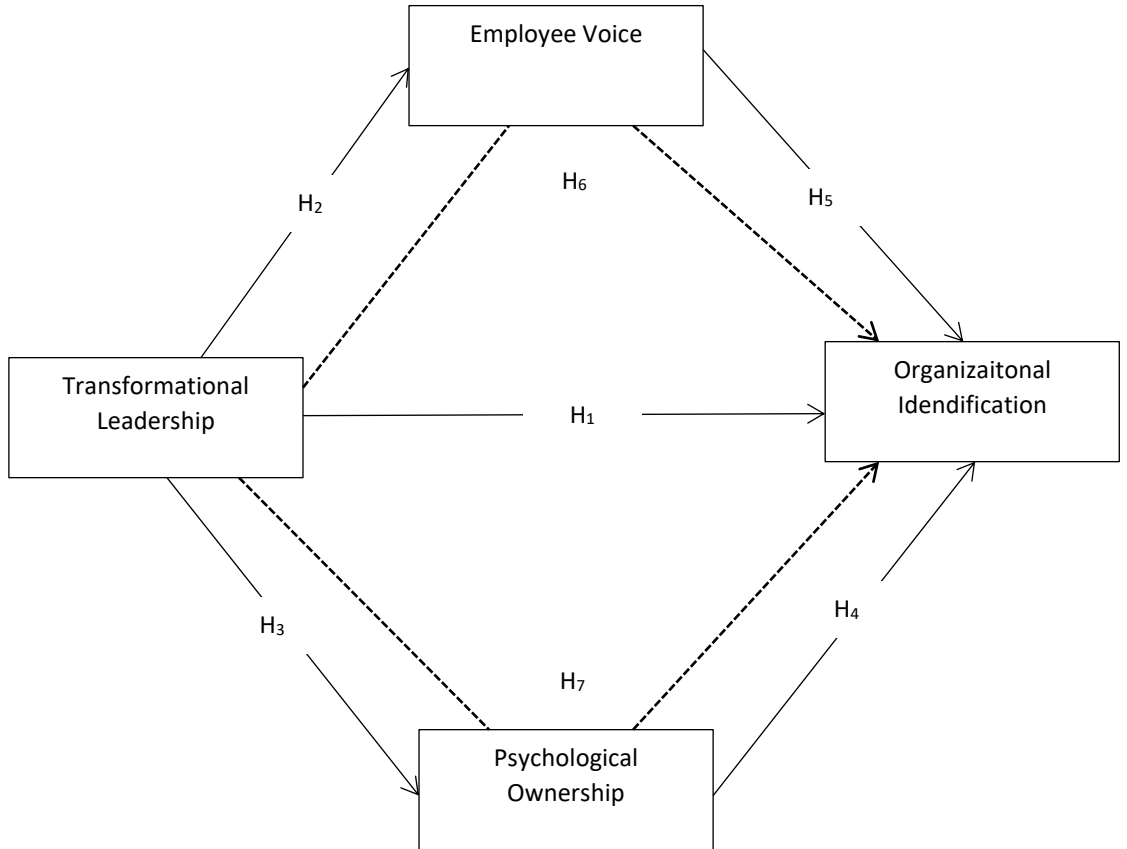
7. Method

This section presents the aim, model, and hypotheses of the research, as well as the population and sample, data collection tools, and socio-demographic information.

7.1. Aim, Model, and Hypotheses of the Research

The aim of this research is to determine the mediating role of employee voice and psychological ownership in the effect of transformational leadership on organizational identification. In this quantitative research design, relationships, effects, and mediation analyses between variables are explored based on the perceptions of employees in private sector enterprises. The research model demonstrating the mediating role of employee voice and psychological ownership in the effect of transformational leadership on organizational identification is presented in Figure 1.

Figure 1: Research Model



7.2. Population and Sample of the Research

The population of the research consists of small, medium and large enterprises operating in Aksaray. In this research, in which enterprises affiliated to the Chamber of Commerce and Industry and Organized Industrial Zone in Aksaray are targeted, it is aimed to determine the relationships between transformational leadership, employee voice, psychological ownership and organizational identification variables in Aksaray scale according to the opinions of individuals working in various enterprises. The number of employees working in enterprises affiliated to the Chamber of Commerce and Industry and Organized Industrial Zone in Aksaray was reported as 54.077 as of July 2022 according to the Turkish Employment Agency Labour Market Research Aksaray 2022 Final Report (www.media.iskur.gov, 2023). In Aksaray, where there are 395 enterprises in total, there are manufacturing, construction, education, accommodation services, wholesale and retail trade, real estate activities and many different sectors. 115 of the 395 enterprises are manufacturing enterprises and a total of 12.155 people are employed in manufacturing enterprises. Manufacturing enterprises are followed by wholesale and retail trade enterprises with 3.982, while 3.510 people work in the construction sector. Based on this, it was determined that the universe consists of 54.077 people and the number of samples should be at least 384 people according to Coşkun et al. The fact that this research was not conducted in only one enterprise is due to reasons such as Aksaray being a

small city, the inability to reach a sufficient sample number in the realisation of the effect size in researches, and the low rate of participation in the research in one enterprise. For this purpose, the questionnaire form created through Google Forms was delivered online to individuals working in enterprises operating in Aksaray. Participants were asked for their sector information and they were not required to answer this statement. Therefore, most of the participants preferred not to answer this statement and no sectoral distinction could be made. Convenience sampling method was used as the sampling technique in the research. It was determined that 431 people participated in the research between 20 January 2023 and 10 February 2023. Socio-demographic information of the participants is presented in Table 1.

Table 1: Socio-Demographic Information

		n	%
Gender	Female	282	65.4
	Male	149	34.6
Age	18-24 Age Range	173	40.1
	25-29 Age Range	104	24.1
	30-34 Age Range	73	16.9
	35-39 Age Range	44	10.2
	40 and Over	37	8.6
Marital Status	Married	164	38.1
	Single	267	61.9
Education Level	Primary School	23	5.3
	High School	100	23.2
	Associate Degree	194	45.0
	Bachelor's Degree	87	20.2
	Postgraduate	27	6.3
Duration of Employment in the Organization	0-1 Year	106	24.6
	1-5 Years	137	31.8
	6-10 Years	110	25.5
	11-15 Years	43	10.0
	16-20 Years	19	4.4
	21 Years and Over	16	3.7
Years of Work Experience in the Profession	0-1 Year	105	24.4
	1-5 Years	132	30.6
	6-10 Years	112	26.0
	11-15 Years	49	11.4
	16-20 Years	17	3.9
Managerial Position in the Organization	Exist	105	24.4
	Absent	326	75.6
Number of Employees in the Workplace	1-9 Employees	94	21.8
	10-49 Employees	137	31.8
	50-249 Employees	139	32.3
	250 and Above Employees	61	14.2
Total		431	100

Source: The table was designed by the author.

Table 1 presents detailed socio-demographic information of the participants in the study. Considering the socio-demographic information of the participants; it is observed that the participants are predominantly female (65.4%); the age of the participants is mostly in the range of 18-24 years (40.1%); the majority of the participants (75.6%) do not hold managerial positions in their workplaces, and their educational background is mostly associate degree (45.0%). Detailed information on other socio-demographic variables is provided in Table 1.

7.3. Data Collection Tools

In this research, the socio-demographic information form, Transformational Leadership Scale, Organizational Identification Scale, Employee Voice Scale, and Psychological Ownership Scale were used as data collection tools. The Transformational Leadership Scale used in this study was developed by Bass & Avolio (1995) and is part of the "Multifactor Leadership Questionnaire." The scale consists of 20 questions designed to measure transformational leadership. In the adaptation of the scale to Turkish, both the studies of Karip (1998) & Cemaloğlu (2007) were referenced. Transformational leadership is composed of five sub-dimensions: idealized influence (behavior), idealized influence (attributed), inspirational motivation, intellectual stimulation, and individualized consideration. The 20-item scale is rated on a scale of 1-Never / 5-Always. The Organizational Identification Scale, developed by Mael and Ashforth (1992), has been widely used in the literature. In the Turkish literature, it has been utilized and validated in studies by Kalemci Tüzün (2006) & Polat (2009). The relevant scale consists of 6 items and a single dimension, rated on a scale of 1-Strongly Disagree / 5-Strongly Agree. The Employee Voice Scale, developed by Van Dyne and Le Pine (1998), has been adapted to Turkish by Çetin & Çakmakçı (2012). The scale comprises 6 items and a single dimension, rated on a scale of 1-Strongly Disagree / 5-Strongly Agree. The Psychological Ownership Scale, developed by Van Dyne and Pierce (2004), has been adapted to Turkish by Demirkaya and Şimşek Kandemir (2014). The scale consists of 7 items and a single dimension, rated on a scale of 1-Strongly Disagree / 5-Strongly Agree.

8. Results

In this section of the research, validity analyses of the scales, the structural equation model, and information related to effect size are presented.

8.1. Measurement Model

In order to test the validity of the scales used in the research, measurements were made in Smart-PLS programme. There are many reasons for using the Smart-PLS programme. First of all, the algorithm of the programme is designed to minimise the degree of variance that cannot be explained in an endogenous structure. In doing so, it is based on structural equation modelling using least squares regression (Hair et al., 2012). When the literature is examined, it is seen that the Smart-PLS algorithm is used in theory building and theory testing. In addition, it is used in cases where the model is complex and the model consists of many indicators and structures. It is also used in cases such as sampling insufficiency and normality assumption (Sarstedt et al., 2017). In this research, it was thought that it would be appropriate to use the Smart-PLS programme when the theory was tested and the related research model was complex. Firstly, the measurement model of the research model was tested. The validity and reliability coefficients of the scales used in the research are important for hypothesis testing. The factor loadings of the scales used in the research are expected to be above 0.50. According to Hair et al. (2017), Cronbach's Alpha coefficient, Combined Reliability (CR and rho_A) values are expected to be above 0.70 and Average Variance Extracted (AVE) value is expected to be above 0.50 for validity and reliability. The factor loadings, validity and reliability values of the scales are shown in Table 2.

Table 2: Factor Load Values, Reliability and Validity for the Scales

Variable	Factor Loadings	Mean	Standard Deviation	Kurtosis	Skewness
Transformational Leadership Scale					
Cronbach's Alpha= 0.929; rho_A=0.930; CR=0.938; AVE=0.502					
TL3	0.661	3.443	1.097	-0.748	-0.236
TL4	0.675	3.443	1.113	-0.620	-0.312
TL5	0.742	3.485	1.102	-0.507	-0.389
TL7	0.684	3.499	1.111	-0.643	-0.313
TL8	0.721	3.555	1.132	-0.781	-0.381
TL9	0.721	3.450	1.181	-0.676	-0.403
TL10	0.722	3.492	1.178	-0.713	-0.395
TL11	0.684	3.480	1.119	-0.807	-0.240
TL12	0.745	3.536	1.102	-0.584	-0.426
TL13	0.728	3.499	1.111	-0.569	-0.395
TL16	0.718	3.367	1.166	-0.769	-0.279
TL17	0.693	3.374	1.189	-0.841	-0.222
TL18	0.717	3.469	1.173	-0.750	-0.335
TL19	0.695	3.455	1.137	-0.682	-0.292
TL20	0.719	3.457	1.165	-0.810	-0.280
Organizational Identification Scale					
Cronbach's Alpha= 0.822, rho_A=0.823, CR=0.876, AVE=0.585, VIF=1.523					
OI1	0.730	3.306	1.187	-0.667	-0.393
OI3	0.764	3.601	1.044	-0.064	-0.632
OI4	0.778	3.682	1.059	-0.239	-0.608
OI5	0.800	3.657	1.041	0.041	-0.638
OI6	0.749	3.443	1.109	-0.308	-0.531
Psychological Ownership Scale					
Cronbach's Alpha= 0.883, rho_A=0.884, CR=0.911, AVE=0.630, VIF=1.468					
PO1	0.768	3.155	1.206	-0.844	-0.253
PO2	0.823	3.445	1.082	-0.358	-0.493
PO3	0.817	3.434	1.070	-0.385	-0.442
PO4	0.793	3.346	1.181	-0.729	-0.374
PO5	0.807	3.517	1.166	-0.459	-0.558
PO6	0.755	3.374	1.110	-0.520	-0.358
Employee Voice Scale					
Cronbach's Alpha= 0.884, rho_A=0.884, CR=0.912, AVE=0.633, VIF= 1.631					
EV1	0.749	3.659	1.058	0.283	-0.840
EV2	0.793	3.520	1.057	-0.084	-0.637
EV3	0.805	3.536	1.070	0.011	-0.727
EV4	0.793	3.594	1.062	0.236	-0.825
EV5	0.824	3.603	1.025	0.152	-0.740
EV6	0.808	3.650	1.062	0.089	-0.734

Source: The table was designed by the author.

TL= Transformational Leadership; OI=Organizational Identification; PO= Psychological Ownership; EV= Employee Voice

Table 2 presents the findings related to reliability, validity, and confirmatory factor analysis. Confirmatory factor analysis is conducted to test whether the previously discovered scales are similar in the sample of the study (Meydan & Şeşen, 2015). As a result of confirmatory factor analysis, items 1, 2, 6, and 14 from the Transformational Leadership Scale; item 2 from the Organizational Identification Scale; and item 7 from the Psychological Ownership Scale were excluded from the analysis because they did not have sufficient factor loadings, and they reduced the validity results. There are two reasons for removing these scale items. The first reason is that, during the analysis in the Smart-PLS program, the cross-loadings of the scale items are examined. Yıldız (2021) states that each scale item should take its own factor load under its own scale and the difference between them and other variables should be more than 0.1. For instance, while the factor loading of the 2nd statement in the transformational leadership scale is found to be 0.469, in the cross-loadings table, it appears as 0.390 under the factor loading of the psychological ownership indicator. Therefore, since there is a difference of less than 0.1 between 0.390 and 0.469, this statement needs to be excluded from the analysis, and it has been excluded. When this statement is excluded and the analysis is repeated, no scale item with a difference of less than 0.1 is observed. In this case, the second reason for removing the question comes into play, which is that the other AVE and CR values are below the threshold values. In cases where AVE and CR values are below the threshold values, it is stated that scale items with factor loadings between 0.40 and 0.70 are excluded from the measurement model, and the model is run again. These processes continue until the AVE and CR coefficients reach the threshold value. In this study, both the first and second paths have been tried. Based on the cross-loadings table, the 2nd statement from the transformational leadership scale was excluded, and according to the AVE and CR values, statements 1, 6, and 14 from the Transformational Leadership Scale; statement 2 from the Organizational Identification Scale; and statement 7 from the Psychological Ownership Scale were excluded from the analysis. According to the values given in Table 2, it is understood that the validity and reliability of the scales used in the study have been achieved. Additionally, since the Kurtosis and Skewness coefficients are between +1.96 and -1.96, it is understood that the sample is normally distributed (Hair et al., 2017). Also, when looking at the obtained VIF (Variance Inflation Factor) values, it is observed that they are less than 5, and Hair et al. (2017) stated that a VIF value below 5 does not cause a multicollinearity problem. In addition to the validity values given in Table 2, the Fornell-Larcker criterion is used to calculate the distinctiveness between the scales. These criteria were developed by Fornell and Larcker (Yıldız, 2021). In addition to the Fornell-Larcker criterion, Henseler et al. (2015) proposed a new discriminant validity called Heterotrait-Monotrait Ratio (HTMT) view. According to this view, it is stated that HTMT values above 0.90 reveal distinctiveness problems. Table 3 presents the Fornell-Larcker Criterion and Heterotrait-Monotrait Ratio (HTMT) values.

Table 3: Fornell-Larcker Criterion and Heterotrait-Monotrait Ratio (HTMT) Values

Fornell-Larcker Criterion				Heterotrait-Monotrait Ratio (HTMT)				
	TL	PO	EV	OI	TL	PO	EV	OI
TL	0.709				TL			
PO	0.468	0.794			PO	0.512		
EV	0.545	0.520	0.796		EV	0.599	0.586	
OI	0.623	0.599	0.703	0.765	OI	0.710	0.703	0.823

Source: The table was designed by the author.

TL= Transformational Leadership; OI=Organizational Identification; PO= Psychological Ownership; EV= Employee Voice

The scales used in the study also provide discriminant validity according to the Fornell-Larcker Criterion and Heterotrait-Monotrait Ratio (HTMT). As the relevant values are found to be suitable for the analysis, structural equation modeling has been applied. In addition to these analyses, R^2 and Q^2 values for the scales used in the research have been examined. According to Sarstedt et al. (2014), having a Q^2 value above zero is crucial for the quality and measurability of the scales. Table 4 presents the relevant values for the R^2 and Q^2 tests.

Table 4: Results of R^2 and Q^2 Test

	R^2	R^2 Adjusted	$Q^2 (=1-SSE/SSO)$
Psychological Ownership	0.219	0.217	0.135
Employee Voice	0.297	0.295	0.185
Organizational Identification	0.619	0.617	0.357

Source: The table was designed by the author.

As seen in Table 4, only organizational identification has an R^2 value higher than 0.50. while psychological ownership and employee voice have R^2 values ranging between 0.25 and 0.50. Q^2 values are observed to be above zero. In the literature, an R^2 coefficient between 0.25 and 0.50 is considered a weak explanation; between 0.50 and 0.75 is moderate, and above 0.75 is strong. However, it is essential to consider discipline-specific conditions when making such evaluations. In some disciplines, even a 10% explanation rate might be seen as very strong (Yıldız, 2021). Another effect size analysis is the f^2 coefficient, and Table 5 provides the values for the f^2 test.

Table 5: f^2 Test Results

	Transformational Leadership	Psychological Ownership	Employee Voice	Organizational Identification
Transformational Leadership	-	0.280	0.422	0.131
Psychological Ownership	-	-	-	0.112
Employee Voice	-	-	-	0.288

Source: The table was designed by the author.

Table 5 provides the f^2 coefficients used in calculating effect size. According to Cohen (1998), an f^2 coefficient of 0.02 or higher is considered small, 0.15 or higher is moderate, and 0.35 or higher is considered a large effect size. The values given in Table 5 indicate that the effect size ratio is at a sufficient level.

8.2. Structural Model - Hypothesis Testing

In this section of the study, the relationship between variables in the research model was examined using path analysis. Path analysis was conducted with 5000 bootstrap samples using the Smart PLS program. T-tests and p-values were examined to determine whether the β values obtained from the analysis were significant at the 5% significance level. Figure 2 presents the path diagram of the structural equation model.

Figure 2: Structural Equation Model Path Diagram

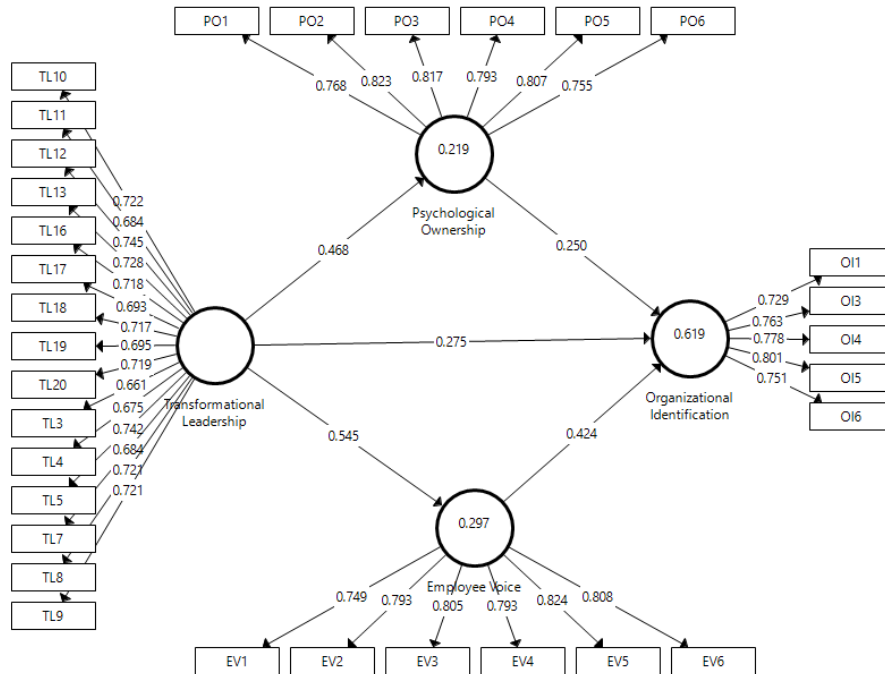


Figure 2 presents the structural equation model path diagram that includes transformational leadership, organizational identification, employee voice, and psychological ownership. The section with factor loadings displays the t-values. When examining the goodness-of-fit values obtained from the model, it is observed that the Standardized Root Mean Square Residual (SRMR) value is 0.052 (SRMR<0.080), d_ ULS is 1.413, d_ G is 0.540. Chi-Square is 1.302 (Chi-Square<5), and the Normed Fit Index (NFI) value is 0.834 (NFI>0.80). According to Byrne (2016), these values are considered appropriate in the literature. It is noted that there is no clear distinction in the goodness-of-fit values between d_ ULS and d_ G (Yildiz, 2021). Based on these analyses, the hypotheses formulated in the scope of the research are accepted, and Table 6 provides the coefficients of the structural equation model.

Table 6: Hypothesis Testing Results

Paths	Beta (β)	Standard Deviation	t Statistics	95% Reliability	p
TL→OI (Total Effect)	0.625	0.031	20.124	(0.549; 0.675)	0.000
TL→OI (Direct Effect)	0.275	0.032	19.355	(0.198; 0.353)	0.000
TL→EV	0.545	0.034	16.234	(0.458; 0.607)	0.000
TL→PO	0.470	0.040	11.784	(0.382; 0.538)	0.000
PO→OI	0.250	0.041	6.054	(0.177; 0.332)	0.000
EV→OI	0.424	0.051	8.381	(0.321; 0.517)	0.000
TL→PO→OI (Indirect Effect)	0.117	0.021	5.518	(0.080; 0.160)	0.000
TL→EV→OI (Indirect Effect)	0.231	0.031	7.343	(0.168; 0.284)	0.000

Source: The table was designed by the author.

TL= Transformational Leadership; OI=Organizational Identification; PO= Psychological Ownership; EV= Employee Voice

Table 6 includes the coefficients indicating the mediating role of employee voice and psychological ownership in the effect of transformational leadership on organizational identification. Bootstrap test was employed for conducting the mediation test. The Bootstrap test, developed by Preacher & Hayes (2004, 2008), is stated to be an iterative parametric non-linear test and is readily used in partial least squares structural equation modeling. The Bootstrap test, compared to the Sobel test, provides clearer results in revealing the mediation effect and demonstrates a high level of statistical power. According to Hair et al. (2014), the Bootstrap test is initially conducted without including the mediator variable in the model, making it easier to understand and interpret the mediation effect when the mediator variable is included in the model. Before including the mediator variable in the model, transformational leadership has a positive and significant effect on organizational identification ($\beta=0.625$; $p<0.01$). These values represent the total effect. The coefficients given in Table 4 are the coefficients that occurred after the mediator variable was added. Accordingly, it is observed that with the addition of the mediator variable, transformational leadership has a positive and significant effect on organizational identification ($\beta=0.275$; $p<0.01$). Transformational leadership has a positive and significant effect on employee voice ($\beta=0.545$; $p<0.01$), on psychological ownership ($\beta=0.470$; $p<0.01$); psychological ownership has a positive and significant effect on organizational identification ($\beta=0.250$; $p<0.01$), and employee voice has a positive and significant effect on organizational identification ($\beta=0.424$; $p<0.01$). Literature suggests that some tests need to be conducted to discuss the mediation effect. Although the Sobel test is generally conducted for the mediation effect, this test has been criticized in recent years. Hair et al. (2017) have stated that instead of the Sobel test, the Variance Accounted For (VAF) test should be used. The VAF test arises by dividing the indirect effect by the sum of the total effect. The VAF value, referred to as Variance Accounted For, takes values between 0% and 100%. A VAF value above 80% indicates complete mediation, a VAF value between 20% and 80% indicates partial mediation, and a VAF value below 20% indicates no mediation. As seen in Table 6, the indirect effect between transformational leadership, organizational identification, and employee voice variables is 0.231, while the total effect is 0.625. According to the relevant formula, the calculated VAF value is 26%. Therefore, it can be concluded that there is a partial mediating role of employee voice in the effect of transformational leadership on organizational identification. On the other hand, the indirect effect between transformational leadership, organizational identification, and psychological ownership variables is 0.117, while the total effect is 0.625. According to the relevant formula, the calculated VAF value is 15%. Hence, it can be concluded that there is no mediating role of psychological ownership in the effect of transformational leadership on organizational identification. While hypotheses H1, H2, H3, H4, H5, and H7 are accepted in the scope of the research, hypothesis H6 is rejected.

9. Discussion and Conclusion

In this study, the mediating effect of employee voice and psychological ownership on the effect of transformational leadership on organizational identification was tried to be determined. When the concepts of transformational leadership, organizational identification, psychological ownership and employee voice are examined in the literature, it can be stated that they are frequently researched phenomena. When the literature is examined, it is seen that there are studies investigating the effect of transformational leadership on organizational identification (Epitropaki & Martin, 2005; İşcan, 2006; Wolfe, 2007; Walumbwa et al., 2008; Eren & Çakır Titizoğlu, 2014; Zeynel, 2022). In this study, a positive and significant effect of transformational leadership on organizational identification was found. In terms of the originality of the study, there are many studies examining the effect of transformational leadership on organizational identification, but no study has been found to examine the mediating effect of psychological ownership and employee voice variables. In this research, in which mediating effects between concepts are examined, the transformational leadership perceived by employees is explained through positive events and situations at the point of providing identification with their organizations.

The results obtained within the scope of the research were analysed through Smart-PLS software and the mediation effect was determined by constructing a structural equation model. In the model, transformational leadership has a positive and significant effect on organizational identification ($\beta=0,275$), psychological ownership ($\beta=0,470$) and employee voice ($\beta=0,545$). On the other hand, psychological ownership has a positive and significant effect on organizational identification ($\beta=0,250$) and employee voice has a positive and significant effect on organizational identification ($\beta=0,424$). While the partial mediating role of employee voice on transformational leadership on organizational identification was determined, it was concluded that psychological ownership did not have a mediating role. The findings show that a part of the effect of transformational leadership on organizational identification passes through employee voice. According to the related results, it can be stated that this situation can be explained by the leader-member interaction theory. It is stated that leader-member interaction theory is a model for the relationships between leaders and employees based on social interaction and developing on this basis. Scandura et al. (1986) state that leaders and employees influence each other, that there is a sharing relationship between the parties, and that common culture and values emerge as a result of the approach. Considering that transformational leadership is based on goals such as inspiring, supporting and reaching the ideal, it can be said that employees may exhibit an identification with the organization on the basis of this approach. On the other hand, it can be said that this research is closely related to social exchange theory. When we look at the basic assumptions of the social exchange theory, it is seen that the parties tend to enter into social relationships that include reward expectations such as respect, friendship, and consideration and maintain these relationships in relation to this. In addition, it is stated that phenomena such as cooperation, power and interdependence are within the scope of the theory (Bolat et al., 2009). Based on this approach, it can be seen that employees are likely to identify with the organization as a result of transformational leaders influencing and directing employees. In addition, since the employee and the leader are in mutual expectations, it is usual for the voice to mediate this. The assumption of the mediating role of psychological ownership in the effect of transformational leadership on organizational identification was rejected. It can be said that this situation is

related to the culture of the organization, demographic characteristics of the employees, their perspectives towards the organization and their motivation. Although an employee perceives to identify with the organization and psychologically own the organization through leadership style, the relationship between transformational leadership and organizational identification may not pass through psychological ownership. Statistically, this statistical result reveals an unexpected situation in terms of literature. According to the results of the research, transformational leadership has a positive effect on both organizational identification and psychological ownership, and there was no mediation of psychological ownership in the relationship between leadership and identification. Another reason for this situation may be that two different mediating variables are included in the model at the same time. If psychological ownership had been considered as a mediating model alone in the relationship between transformational leadership and organizational identification, it is possible that different results would have emerged.

When the relationship between transformational leadership and employee voice is analysed, it is seen that transformational leadership has a positive and significant effect on employee voice ($\beta=0.545$). It can be said that this situation is due to the fact that transformational leadership shows interest to its followers at an individual level. Wang et al. (2019) state that transformational leadership includes voice within itself and that unlike traditional leaders, transformational leaders are leaders who encourage employees to develop creative ideas. On the other hand, Morrision (2014) states that transformational leaders encourage employees to speak up by creating a climate of effectiveness and security in the organizational environment. Looking at the studies conducted in the literature, Alfayad & Mohd Arif (2016) found a positive relationship between transformational leadership and employee voice, while Liang et al. (2017) found that transformational leadership has a positive effect on employee voice in a study conducted on hotel employees. In the domestic literature, there are studies that examine the effect of transformational leadership on employee voice and reveal positive effects (Kılıç et al., 2014; Koçak, 2021; Baş, 2022) and overlap with the results of this research. In this study, which examined the mediating role of employee voice and psychological ownership in the effect of transformational leadership on organizational identification, it was concluded that employee voice and psychological ownership have a positive and significant effect on organizational identification. It is seen that these new findings emerged within the scope of the research are in parallel with the studies in the literature (Run & Chen, 2021; Hosseini & Ferreira, 2023).

Since transformational leadership, organizational identification, psychological ownership and employee voice are phenomena that are shaped according to the perceptions of employees, they may change during and after the field part of the research. Because in the current situation, while the employees are tightly attached to their organization and have intense employee voice, it is possible that the change of managers, other rapid changes in the organization, rotations and similar unforeseen situations may change the leader-employee perception in the minds of the employees. This situation is seen as a limitation of the research and employees from different organizations participating in the research constitute another limitation. One of the points that should be given importance in future studies is to be more sensitive in data collection, taking into account the sudden situations that businesses and society may experience. It can be said that this situation is important in terms of contributing to the accumulation of knowledge in the literature and filling a gap. In addition, the fact that

this research was conducted on the employees of enterprises operating in Aksaray province constitutes another limitation and it is a limitation that the dynamics, culture and other organizational issues of the city are ignored within the scope of the research. On the other hand, the fact that this research was conducted in different enterprises constitutes a limitation in terms of the variables within the scope of the research. While some enterprises have fewer employees, some enterprises have more employees. The unique organizational cultures of the enterprises, being a family business, and having different sectors are important limitations.

In addition to the related limitations, it is considered important for organizational managers to have a more flexible and comfortable working environment for employees, not to violate the rules despite this flexibility and comfort, to make employees' voices heard more and to integrate with the organization. In addition, it is considered important to form the research, which is shaped according to the perceptions of the participants in this study, with the evaluations of the managers in order to find a common point. Therefore, it is thought that this research will form a basis for the relevant managers and it is valuable to obtain the opinions of the employees frequently in order to move away from both poor quality and unmeasured management.

References

- Alfayad, Z. & Mohd Arif, L. S. (2016), "The role of transformational leadership in encouraging employee voice: A Jordanian experience". *Indian Journal of Innovations and Developments*, 5(11), 1-11.
- Allen, N. J. & Meyer, J. P. (1990), "The measurement and antecedents of affective, continuance, and normative commitment to the organization", *Journal of Occupational Psychology*, 63, 1-18. <http://dx.doi.org/10.1111/j.2044-8325.1990.tb00506.x>
- Aslan, M. & Ateşoğlu, H. (2020), "Psikolojik sahiplenme ölçeğinin Türkçe uyarlaması, güvenilirlik ve geçerlilik çalışmaları", *İşletme Araştırmaları Dergisi*, 12 (4), 4184-4195.
- Avey J. B., Wernsing T. S. & Palanski M.E. (2012), "Exploring the process of ethical leadership: The mediating role of employee voice and psychological ownership", *Business Ethics*, 107 (1), 21-34.
- Avey, J. B., Wernsing, T. S., & Palanski, M. E. (2012), "Exploring the process of Ethical leadership: The mediating Role of Employee Voice and psychological ownership" *Journal of Business Ethics*, 107(1), 21-34.
- Avolio, B. J., Waldma, D. A. & Yammarino, F. J. (1991), "Leading in the 1990s: The Four I's of transformational leadership", *Journal of European Industrial Training*, 15(4), 9-16.
- Bakan, İ. & Büyükbese, T. (2010), "Liderlik "Türleri" ve "Güç Kaynakları"na ilişkin mevcut- gelecek durum karşılaştırması: eğitim kurumu yöneticilerinin algılarına dayalı bir alan araştırması", *KMÜ Sosyal ve Ekonomik Araştırmalar Dergisi*, 12 (19), 73-84.
- Bamber, E. M. & Iyer, V. (2002), "Big 5 Auditors' Professional and Organizational Identification", *Auditing; A Journal of Practice & Theory*, 21(2), 21-38.
- Banerjee, A. & Somanathan, R. (2001), "A simple model of voice", *The Quarterly Journal of Economics*, 116(1), 189-227.
- Bass, B. M. & Riggio, R. E. (2006), "Transformational leadership", (2nd Edition), Mahwah, NJ: Lawrence Erlbaum Associates.
- Bass, B. M. (1985), "Leadership: Good, better, best", *Organizational Dynamics*, 13(3), 26-40. doi: [https://doi.org/10.1016/0090-2616\(85\)90028-2](https://doi.org/10.1016/0090-2616(85)90028-2).
- Bass, B. M. & Avolio, J. B. (1995), "MLQ-Multifactor Leadership Questionnaire", U.S.A.: Garden.
- Baş, M. (2022), "Dönüştürücü liderlik ile çalışan sesliliği arasındaki ilişkide işte kendini yetiştirmenin aracılık rolü, işe yabancılaşmanın düzenleyici rolü", *Uluslararası Yönetim İktisat ve İşletme Dergisi*, 18(2), 750-770. DOI:<https://doi.org/10.17130/ijmeh.1034581>.
- Bernhard, F. & O'Driscoll, M. P. (2011), "Psychological ownership in small family-owned businesses: Leadership style and non family-employees' work attitudes and behaviors", *Group & Organization Management*, 36(3), 345-384.
- Birasnav M., Rangnekar S. & Dalpati A. (2011), "Transformational leadership and human capital benefits: The role of knowledge management", *Leadership & Organization Development Journal*, 32(2), 106-126.
- Bolat, O. İ., Bolat, T. & Aytemiz-Seymen O. (2009), "Güçlendirici lider davranışları ve örgütsel vatandaşlık davranışı arasındaki ilişkinin sosyal mübadele kuramından hareketle incelenmesi", *Balikesir Üniversitesi Sosyal Bilimler Enstitüsü Dergisi*, 12 (21), a215-239.
- Botero, I. C. & Van Dyne, L. (2009), "Interactive Effects of LMX and power distance in the United States and Colombia", *Management Communication Quarterly*, 23(1), 84-104.
- Bowen, F. & Blackmon, K. (2003), "Spirals of silence: The dynamic effects of diversity on organizational voice", *Journal of Management Studies*, 40 (6), 1393-1417.
- Brown, M. E. (1969), "Identification and some conditions of organizational involvement", *Administrative Science Quarterly*, 14(3), 346-355.

- Bulut, H. & Meydan, C. H. (2018), "Liderlik tarzlarının çalışanların ses verme davranışlarına etkisi: kamuda bir araştırma", *Ankara Üniversitesi SBF Dergisi*, 3(1), 223-244.
- Byrne, B. M. (2016), "Structural equation modeling with AMOS: Basic concepts, applications, and programming", (Third edition), Routledge.
- Cemaloğlu, N. (2007), "Okul yöneticilerinin liderlik stillerinin örgüt sağlığı üzerindeki etkisi", *Türkiye Sosyal Araştırmalar Dergisi*, 11(2), 165-194.
- Cheney, G. (1983), "On the various and changing meanings of organizational membership: A field study of organizational identification", *Communication Monographs*, 50, 342-362.
- Coad, A. F. & Berry, A. J. (1998), "Transformational leadership and learning orientation", *Leadership & Organization Development Journal*, 19(3), 164-172.
- Cocieru, O. C., Delia, E. B. & Katz, M. (2019), "It's our club! From supporter psychological ownership to supporter formal ownership", *Sport Management Review*, 22(3), 322-334, <https://doi.org/10.1016/j.smr.2018.04.005>.
- Cohen, J. (1998), "Statistical power analysis for the behavioural sciences", (2nd Edition), Lawrence Erlbaum Associates, Hillsdale.
- Coşkun, H. (2006), "Sosyal kimlik ve üretkenlik ilişkisine yeni bir bakış", *Türk Psikoloji Yazıları Dergisi*, 20-36.
- Coşkun, R., Altunışık, R. & Yıldırım, E. (2019), "Sosyal bilimlerde araştırma yöntemleri", (10. Baskı), Sakarya: Sakarya Yayıncılık.
- Cropanzano, R. & Mitchell, M. S. (2005), "Social exchange theory: An interdisciplinary review", *Journal of Management*, 31(6), 874-900.
- Çetin, Ş. & Çakmakçı, C. (2012), "Çalışan sesliliği ölçeğini Türkçeye uyarlama çalışması", *Kara Harp Okulu Bilim Dergisi*, 22 (2), 1-19.
- Deluga, R. J. (1994), "Supervisor trust building, leader-member exchange, and organizational citizenship behavior", *Journal of Occupational and Organizational Psychology*, 67(4), 315-326.
- Demirkaya, H. & Kandemir Şimşek, A. (2014), "21. Yüzyılın anahtar rekabet faktörü olan psikolojik sahiplenme üzerine bir işletme incelemesi", *Çalışma Dünyası Dergisi*, 2(1), 7-21.
- Detert, J. R. & Burris, E. R. (2007), "Leadership behavior and employee voice: Is the door really open?", *Academy of Management Journal*, 50(4), 869-884.
- Duanxu, W., Gan, C., Wu, C. & Wang, D. (2015), "Ethical leadership and employee voice: Employee self-efficacy and self-effect as mediators", *Psychological Reports*, 116(3), 751-767.
- Dukerich, J. M., Golden, B. R. & Shortell, S. M. (2002), "Beauty is in the eye of the beholder: the effect of organizational identification, identity, and image on the cooperative behaviors of physicians", *Administrative Science Quarterly*, 47(3), 507-533. <https://doi.org/10.2307/3094849>.
- Edwards, M. R. (2005), "Organizational identification: A conceptual and operational review", *International Journal Reviews*, 7(4), 207-230.
- Eicholtz, M. M. (2000), "Organizational Identification as a Negotiated Relationship: The Dialectics of Members' Dialogue", Ohio Un. (Unpublished Ph.D. Thesis).
- Epitropaki, O. & Martin, R. (2005), "The moderating role of individual differences in the relation between transformational/transactional leadership perceptions and organizational identification", *The Leadership Quarterly*, 16(4), 569-589. <https://doi.org/10.1016/j.leaqua.2005.06.005>.
- Eren, M. Ş. & Çakır Titizoğlu Ö. (2014), "Dönüşümcü ve etkileşimci liderlik tarzlarının örgütsel özdeşleşme ve iş tatmini üzerindeki etkileri", *Sosyal Ekonomik Araştırmalar Dergisi*, 14(27), 275-303. DOI: 10.30976/susead.302228.

Farndale, E., Van Ruiten, J., Kelliher, C. & Hope-Hailey, V. (2011), "The influence of perceived employee voice on organizational commitment: an exchange perspective", *Human Resource Management*, 50(1), 113-129.

Fuller, J. B., Barnett T., Hester, K., C. & Frey, L (2007), "An exploratory examination of voice behavior from an impression management perspective", *Journal of Managerial Issues*, XIX (1), 134-151.

Gakovic, A. (2002), "Social exchange, transformational leadership and employee behavior; the role of organizational identification and career commitment", (Unpublished Ph.D. Thesis), University of Houston.

Gautam, T., Van Dick, R. & Wagner, U., (2004), "Organizational identification and organizational commitment: distinct aspects of two related concepts", *Asian Journal of Social Psychology*, 7(3), 301-315.

Grošelj, M., Cerne, M., Penger, S. & Grah, B. (2020), "Authentic and transformational leadership and innovative work behaviour: The moderating role of psychological empowerment", *Eur. J. Innov. Manag.* 24 (3), 677-706. <https://doi.org/10.1108/EJIM-10-2019-0294>.

Hair, J. F., Hult, G. T. M., Ringle, C. M. & Sarstedt, M. (2014), "A primer on partial least squares structural equation modeling", (1st ed.), Thousand Oaks: Sage.

Hair, J. F., Matthews, L. M., Matthews, R. L., & Sarstedt, M. (2017), "PLS-SEM or CB-SEM: Updated guidelines on which method to use", *International Journal of Multivariate Data Analysis*, 1(2), 107-123.

Hair, J. F., Sarstedt, M., Ringle, C. M. & Mena, J. A. (2012), "An assessment of the use of partial least squares structural equation modeling in marketing research", *Journal of the Academy of Marketing Science*, 40, 414-433. <https://doi.org/10.1007/s11747-011-0261-6>

Hall, D. T., Schneider, B. & Nygren, H. T. (1970), "Personal factors in organizational identification", *Administrative Science Quarterly*, 15(2), 176- 190.

Henderson, L. M. (2013), "Enhancing safety communication with leadership: A quantitative study of leadership style and safety voice", (Unpublished Ph.D. Thesis), Phoenix Üniversitesi, Arizona.

Hirschman, A. O. (1970), "Exit, voice and loyalty: Responses to decline in firms, organizations, and states", Harvard University Press, London, Cambridge.

Hosseini, E. & Ferreira, J. J. (2023), "The effect of ethical leadership on organizational identity in digital startups: does employee voice matter?", *Asian Journal of Business Ethics*, 12, 369-393. <https://doi.org/10.1007/s13520-023-00178-1>.

Hsu, M. H. & Kuo, F. Y. (2003), "The effect of organization-based self-esteem on deindividuation in protecting personal information privacy", *Journal of Business Ethics*, 4, 305-320.

İçerli, L. (2010), "Örgütsel adalet: Kuramsal bir yaklaşım", *Girişimcilik ve Kalkınma Dergisi*, 5(1), 68-92.

İşcan, Ö. F. (2006), "Dönüştürücü/etkileşimli liderlik algısı ve örgütsel özdeşleşme ilişkisinde bireysel farklılıkların rolü", *Akdeniz Üniversitesi İ.İ.B.F. Dergisi*, 11, 160-177.

Jung, D. I. & Sosik, J. J. (2002), "Transformational leadership in work groups the role of empowerment, cohesiveness, and collective-efficacy on perceived group performance", *Small Group Research*, 33, 313-336. <http://dx.doi.org/10.1177/10496402033003002>

Jyoti, J. & Dev, M. (2015), "The impact of transformational leadership on employee creativity: the role of learning orientation", *J. Asia Bus. Stud.* 9 (1), 78-98. <https://doi.org/10.1108/JABS-03-2014-0022>.

Kâhya, C. (2013), "Dönüştürücü ve etkileşimli liderlik anlayışları ile örgütsel sessizlik arasındaki ilişkide örgütsel güvenin rolü", (Yayınlanmamış Doktora Tezi), Atatürk Üniversitesi Sosyal Bilimler Enstitüsü, Erzurum.

Kalemci Tüzün, İ. (2006), "Örgütsel güven, örgütsel kimlik ve örgütsel özdeşleşme ilişkisi; Uygulamalı bir çalışma", (Yayınlanmamış Doktora Tezi), Gazi Üniversitesi Sosyal Bilimler Enstitüsü, Ankara.

Karip, E. (1998), "Dönüşümcü liderlik", *Kuram ve Uygulamada Eğitim Yönetimi Dergisi*, 4(4), 443-465.

Kaur, D., Sambasivan, M. & Kumar, N. (2013), "Effect of spiritual intelligence, emotional intelligence, psychological ownership and burnout on caring behaviour of nurses: a cross-sectional study", *Journal of clinicalnursing*, 22(21-22), 3192-3202.

Keçecioglu, T. (1998), "Liderlik ve liderler", İstanbul: Kalder Yayınları.

Kerse, G. & Karabey, C. N. (2017), "Algılanan örgütsel desteğin örgütsel özdeşleşmeye etkisi: Örgütsel sinizmin aracı rolü", *MANAS Sosyal Araştırmalar Dergisi*, 6(4), 375-398.

Kılıç, R., Keklik, B. & Yıldız, H. (2014), "Dönüştürücü, etkileşimci ve tam serbesti tanıyan liderlik tarzlarının örgütsel sessizlik üzerindeki etkisini belirlemeye yönelik bir araştırma", *Yönetim ve Ekonomi*, 21(2), 249-268.

Kırılmaz, S. K. (2012), "Sosyal Girişimciliğin Başarı Faktörlerinin Girişimci Kişilik ve Dönüştürücü Liderlik Bağlamında Araştırılması", (Yayınlanmamış Doktora Tezi), Çanakkale Onsekiz Mart Üniversitesi Sosyal Bilimler Enstitüsü, Çanakkale.

Knapp, J. R., Smith, B. R., & Sprinkle, T. A. (2014), "Clarifying the relational ties of organizational belonging: Understanding the roles of perceived insider status, psychological ownership, and organizational identification", *Journal of Leadership & Organizational Studies*, 21(3), 273-285.

Koçak, D. (2021), "Dönüştürücü liderler çalışanların ses davranışlarını nasıl etkilerler? İşe yabancılaşmanın rolü", *Karamanoğlu Mehmetbey Üniversitesi Sosyal ve Ekonomik Araştırmalar Dergisi*, 23 (41), 328-342.

Kolarska, L. & Aldrich, H. (1980), "Exit, voice, and silence: Consumers' and managers' responses to organizational decline" *Organization Studies*, 1(1), 41-58.

Kristof, A. L. (1996), "Person-organization fit: An integrative review of its conceptualizations, measurement, and implications", *Personnel psychology*, 49(1), 1-49.

Lee, S. M. (1971), "An empirical analysis of organizational identification", *Academy of Management Journal*, 14(2), 213-226.

Lee, Y. & Chen, A. N. (2011), "Usability design and psychological ownership of a virtual world" *Journal of Management Information Systems*, 28(3), 269-308.

Liang, T.-L., Chang, H.-F., Ko, M.-H. & Lin, C.-W. (2017), "Transformational leadership and employee voices in the hospitality industry", *International Journal of Contemporary Hospitality Management*, 29(1), 374-392.

Liu, S., Luksyte, A., Zhou, L., Shi, J. & Wang, M. (2015), "Overqualification and counterproductive work behaviors: Examining a moderated mediation model", *Journal of Organizational Behavior*, 36(2), 250-271.

Lunenburg, F. C. & Ornstein, A. C. (2013), "Eğitim yönetimi", çev. G. Arastaman, Ankara, Nobel Yayınları.

Mael, F. & Ashforth, B. E. (1992), "Alumni and their alma mater: A partial test of the reformulated model of organizational identification", *Journal of Organizational Behavior*, 13, 103-123. doi:10.1002/job.4030130202.

March, J. G. & Simon, H. A. (1958), "Organizations", Wiley, New York.

Mayhew, M. G., Ashkanasy, N. M., Bramble, T. & Gardner, J. (2007), "A study of the antecedents and consequences of psychological ownership in organizational settings", *The Journal of social psychology*, 147(5), 477-500.

Meydan, C. H. & Şeşen H. (2015), "Yapısal eşitlik modellemesi AMOS uygulamaları", (2. Baskı), Ankara, Detay Yayıncılık.

Morrison, E. W. (2014), "Employee voice and silence", *Annual Review of Organizational Psychology and Organizational Behavior*, 1(1), 173-197.

Morrison, E.W. (2011), "Employee voice behavior: Integration and directions for future research", *The Academy of Management Annals*, 5(1), 373-412.

Mowday, R., Steers, R. & Porter, L. (1979), "The measurement of organizational commitment", *Journal of Vocational Behaviour*, 14, 224-247.

Nemanich, L. A. & Keller, R. T. (2007), "Transformational leadership in an acquisition: A field study of employees. *The Leadership Quarterly*, 18(1), 49-68.

Netemeyer, R. G., Boles, J. S., MacKee, D. O. & MacMurrian, R. (1997), "An investigation into the antecedents of organizational citizenship behaviors in a personal selling context", *Journal of Marketing*, 61, 85-98.

Olckers, C. & DuPlessis, Y. (2012), "Psychological Ownership: A Managerial Construct for Talent Retention and Organizational Effectiveness" *African Journal of Business Management*, 6(7): 2585-2596.

Oral Ataç, L. (2018), "Çalışan sesliliği", (Ed. E. Güven & S. Çavuşoğlu), *Yeni Nesil İşletmelerde Güncel Eğilimler*, ss.242-234, Beta, İstanbul.

Paré, G., Sicotte, C. & Jacques, H. (2006), "The effects of creating psychological ownership on physicians' acceptance of clinical information systems", *Journal of the American Medical Informatics Association*, 13(2), 197-205.

Pierce, J. L., Kostova, T., & Dirks, K. T. (2001), "Toward a theory of psychological ownership in organizations", *Academy of Management Review*, 26(2), 298-310.

Pierce, J. L., O'driscoll, M. P., & Coghlan, A. M. (2004), "Work environment structure and psychological ownership: The mediating effects of control", *Journal of Social Psychology*, 144(5), 507-534. <https://doi.org/10.3200/SOCP.144.5.507-534>.

Pierce, J. L., Jussila, I., & Cummings, A. (2009), "Psychological ownership within the job design context: Revision of the job characteristics model", *Journal of Organizational Behavior*, 30(4), 477-496.

Pierce, J.L., Rubinfeld, S.A. & Morgan, S. (1991), "Employee ownership: A conceptual model of process and effects", *Academy of Management Review*, 15, 121-144.

Podsakoff, P. M. Mackenzie, S. B. Moorman, R. H. & Fetter, R. (1990), "Transformational leader behaviours and their effects on followers' trust in leader, satisfaction, and organizational citizenship behaviours", *Leadership Quarterly*, 1(2), 107-142.

Polat, M. (2009), "Örgütsel özdeşleşmenin öncülleri ve ardılları üzerine bir saha çalışması", (Yayımlanmamış Doktora Tezi), Uludağ Üniversitesi Sosyal Bilimler Enstitüsü, Bursa.

Preacher, K. J. & Hayes, A. F. (2004), "SPSS and SAS procedures for estimating indirect effects in simple mediation models", *Behavior Research Methods, Instruments, and Computers*, 36, 717-731. <https://doi.org/10.3758/BF03206553>

Preacher, K. J. & Hayes, A. F. (2008), "Asymptotic and resampling strategies for assessing and comparing indirect effects in multiple mediator models", *Behavior Research Methods*, 40, 879-891. <https://doi.org/10.3758/BRM.40.3.879>.

Robbins, S. P. & Coulter, M. (2007), "Management", (9th ed.), London: Prentice- Hall.

Rousseau, D. M. (1998), "Why workers still identify with organizations", *Journal of Organizational Behavior*, 19, 217-233.

Ruan, R. & Chen, W. (2021), "Relationship between organizational identification and employee voice: A meta-analysis", *Social Behavior and Personality: An international journal*, 49(10), e10316.

Rusbult, C. E., Farrell, D., Rogers, G. & Mainous III, A. G. (1988), "Effect of exchange variables on exit, voice, loyalty and neglect: an integrative model of responses to decline job satisfaction", *Academy of Management Journal*, 31(3), 599-627.

Russo, T. C. (1998), "Organizational and Professional Identification: A Case of Newspaper Journalists", *Management Communication Quarterly*, 12(1), 72-111. <https://doi.org/10.1177/0893318998121003>

Sarstedt, M., Ringle, C. M., Henseler, J. & Hair, J. F. (2014), "On the emancipation of PLS-SEM: A commentary on rigdon", (2012), *Long Range Planning*, 47(3), 154-160.

Sarstedt, M., Ringle, C. M. & Hair, J. F. (2017), "Treating unobserved heterogeneity in PLS-SEM: A multi-method approach. Partial Least Squares Path Modeling: Basic Concepts", *Methodological Issues and Applications*, 197. doi:10.1007/978-3-319-64069-3_9

Saunders, D. M., Sheppard, B. H., Knight, V. & Roth, (1992), "Employee voice to supervisors" *Employee Responsibilities and Rights Journal*, 5 (3), 241-261.

Scandura, T. A., Graen, G. B. & Novak, M. A. (1986), "When managers decide not to decide autocratically: An investigation of leader-member exchange and decision influence", *Journal of Applied Psychology*, 71(4), 579-584.

Shouse R. L. (2017), "Examining the influence of perceptions of a supervisor's leadership style on levels of psychological ownership among entry level professionals", (Unpublished Ph.D. Thesis), Bowling green state university.

Shriberg, A., Shriberg, D. L. & Lloyd, C. (2002), "Practicing leadership: Principles and applications", New York: John Wiley & Sons, Inc.

Türkiye İş Kurumu (2023), Erişim Adresi: <https://media.iskur.gov.tr/66861/aksaray.pdf> Erişim Tarihi 10.01.2023

Tüzün, İ.K. (2006), "Örgütsel Güven, Örgütsel Kimlik ve Örgütsel Özdeşleşme İlişkisi; Uygulamalı Bir Çalışma", (Yayımlanmamış Doktora Tezi), Gazi Üniversitesi Sosyal Bilimler Enstitüsü, Ankara.

Van Dyne, L. & Pierce, J. L. (2004), "Psychological ownership and feelings of possession: Three field studies predicting employee attitudes and organizational citizenship behavior", *Journal of Organizational Behavior*, 25(4), 439-459.

Van Dyne, L., Ang, S. & Botero, I. C. (2003), "Conceptualizing employee silence and employee voice as multidimensional constructs", *Journal of Management Studies*, 40(6), 1359-1392.

Walumbwa, F. O., Avolia, B. J. & Zhu, W. (2008), "How transformational leadership weaves its influence on individual job performance: The role of identification and efficacy beliefs", *Personnel Psychology*, 61(4), 793 - 825, <https://doi.org/10.1111/j.1744-6570.2008.00131.x>.

Wang, Y., Lau, D. C. & Kim, Y. (2021), "How and when occupational identity threat leads to job crafting and positive outcomes", *In Academy of Management Proceedings*, 1, 11579.

Wang, Z. & Wang, N. (2012), "Knowledge sharing, innovation and firm performance", *Expert Systems with Applications*, 39(10), 8899-8908.

Wang, Z., Xu, S., Sun, Y. & Liu, Y. (2019), "Transformational leadership and employee voice: An affective perspective", *Frontiers of Business Research in China*, 13(1), 1-14.

Warrilow, S., (2012), "Transformational leadership theory - the 4 key components in leading change and managing change", Available at http://EzineArticles.com/?expert=Stephen_Warrilow (18.11.2023),

Wiesenfeld, B. M., Raghuram, S. & Garud, R. (2001), "Organizational identification among virtual workers: The role of need for affiliation and perceived work-based social support", *Journal of Management*, 27(2), 213-229. [https://doi.org/10.1016/S0149-2063\(00\)00096-9](https://doi.org/10.1016/S0149-2063(00)00096-9).

Withey, M. J. & Cooper, W. H. (1989), "Predicting exit, voice, loyalty, and neglect", *Administrative Science Quarterly*, 34, 521-539.

Wolfe, J T. (2007), "Organizational identification as a mediator of transformational leadership outcomes", (Unpublished Ph.D. Thesis), Graduate School of Saint Louis University.

Xiao, Y.-j. & Pan, A.-c. (2017), "The effect of paternalistic leadership on employee voice behavior: The study of the mediating role of OBSE", 3rd International Conference on Humanity and Social Science (ICHSS 2017) Bildiriler Kitabı, ss. 89-93.

Yalçın, R.C. & Fayganoğlu, P. (2022), "Çalışan sesliliği liderden duyulan tatmin ve mesleki özdeşleşmeden etkilenir mi?: Hizmet sektörü çalışanları örneği", *Business and Economics Research Journal*, 13(2), 329-348. doi: 10.20409/berj.2022.376.

Yaman, B. & Yıldırım, M. (2020), "Dönüşümcü liderliğin örgütsel vatandaşlık davranışına etkisi: ilköğretim ve ortaöğretim okullarında bir araştırma", *İşletme Araştırmaları Dergisi*, 12 (2), 1933-1948.

Yıldırım, G. (2021), "Halkla ilişkilerde şeffaf iç iletişim ve dönüşümcü liderliğin kurumsal değişim ve kurumsal güven inşasındaki rolü", *Erciyes İletişim Dergisi*, 8(1), 63-85. DOI: 10.17680/erciyesiletisim.797439.

Yıldız, E. (2021), "SmartPLS ile yapısal eşitlik modellemesi reflektif ve formatif yapılar", (2. Baskı), Seçkin Yayınları, Ankara.

Yuan B. & Lin M. B. (2012), "Transforming employee engagement into long-term customer relationships: Evidence from information technology salespeople in Taiwan", *Social Behavior and Personality*, 40, 1549-1554.

Zeynel, E. (2022), "Dönüştürücü liderliğin örgütsel özdeşleşme üzerindeki etkisi ve duygusal bağlılığın düzenleyici rolü", *Anadolu Üniversitesi Sosyal Bilimler Dergisi*, 22(2), 545-572. DOI: 10.18037/ausbd.1136350.

Zhang, Y., Huai, M.-y. & Xie, Y.-h. (2015), "Paternalistic leadership and employee voice in China: A dual process model. *The Leadership Quarterly*, 26(1), 25-36.

Zhou, J. & George, J.M. (2001), "When job dissatisfaction leads to creativity: Encouraging the expression of voice", *Academy of Management Journal*, 44 (4), 682-696.

Zhou, W. & Velamuri, V.K. (2018), "Key contextual success factors for employee innovative behavior: A study in a foreign manufacturing subsidiary in China", *Cogent Bus. Manag.* 5 (1) <https://doi.org/10.1080/23311975.2018.1471770>.

Zhu, H., Chen, C.C., Li, X. & Zhou, Y. (2013), "From personal relationship to psychological ownership: the importance of manager-owner relationship closeness in family businesses", *Management and Organization Review*, 9(2), 295-318.