

## The Mediating Role of Thriving at Work in the Effect of Hotel Employees' Perception of Coworker Support on Employee Voice

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### Otel Çalışanlarının Meslektaş Desteği Algısının Çalışan Sessliliği Üzerine Etkisinde İşte Kendini Yetiştirmenin Aracı Rolü

#### Abstract

This study examines the mediating role of thriving at work in the relationship between coworker support and employee voice. A survey was conducted with 296 employees working in five-star hotels in Manavgat using a convenience sampling method. SPSS27, the PROCESS macro, and AMOS24 programs were used for data analysis. According to the findings, coworker support positively affects both employee voice and thriving at work, and thriving at work also positively impacts employee voice. Furthermore, the mediating role of thriving at work was identified in the relationship between coworker support and employee voice. The results expand the current understanding of the potential impact of coworker support on employee voice within organisations.

**Keywords** : Coworker Support, Thriving at Work, Employee Voice, Hotel Employee.

**JEL Classification Codes** : M10, M12, Z31.

#### Öz

Bu araştırmanın amacı, meslektaş desteğinin çalışan sessliliği üzerindeki etkisinde işte kendini yetiştirmenin aracılık rolünü incelemektir. Kolayda örnekleme yöntemi ile Manavgat'taki 5 yıldızlı otellerde çalışan 296 kişi ile anket yapılmıştır. Veri analizinde SPSS27, PROCESS makrosu ve AMOS 24 programları kullanılmıştır. Bulgulara göre; meslektaş desteğinin çalışan sessliliği ve işte kendini yetiştirme üzerinde, işte kendini yetiştirmenin de çalışan sessliliği üzerinde pozitif bir etkisi vardır. Ayrıca, meslektaş desteği ile çalışan sessliliği arasındaki ilişkide işte kendini yetiştirmenin aracılık rolü tespit edilmiştir. Sonuçlar, örgütlerde meslektaş desteğinin çalışan sessliliği üzerindeki potansiyel etkisine ilişkin mevcut anlayışı genişletmektedir.

**Anahtar Sözcükler** : İşte Kendini Yetiştirme, Meslektaş Desteği, Çalışan Sessliliği, Otel Çalışanları.

## 1. Introduction

An organisation's routine endeavour is maintaining a strategic edge and attaining exceptional performance through implementing optimal practices (Abid et al., 2018). Since service sector employees interact directly with customers, they have to focus on their personal and professional development to provide better quality service to customers and meet the organisation's expectations. In this context, continuous self-improvement and utilising training opportunities are essential for their success in the sector (Baş, 2022a).

Coworker support (CWS) refers to the assistance provided by colleagues in completing tasks, sharing knowledge and expertise, and offering encouragement when needed (Joiner, 2007). This form of support has been shown to evoke positive emotions in employees, fostering a sense of enthusiasm and engagement that contributes to thriving at work (TAW). TAW reflects a prolonged state of enhanced knowledge acquisition and energy, enabling employees to develop a broader perspective and create an environment conducive to proactive behaviours, such as employee voice (EMV). As Sheng and Zhou (2022) noted, TAW facilitates EMV behaviour by equipping individuals with personal resources that support self-expression. Consequently, individuals in supportive work environments are more inclined to articulate their thoughts and ideas effectively (Ng & Feldman, 2012). Supportive colleagues are essential in cultivating a setting that promotes the transparent and open exchange of creative ideas (Joiner, 2007). Moreover, TAW has been shown to inspire employees to refine their abilities and develop their competencies (Elahi et al., 2020). Grasping the mechanisms that facilitate or impede EMV behaviour is thus pivotal to achieving organisational success (Xie et al., 2015).

When it is considered in terms of the hospitality sector, employees, who have an essential place in the service sector, should be given importance to CWS, TAW, and EMV to increase customer satisfaction and achieve organisational goals. CWS supports continuous development and improves service quality by encouraging the sharing of knowledge and experience. Self-development at work helps individuals enhance their professional skills, while training opportunities increase professional competencies. Therefore, success in the hospitality industry is associated not only with technical knowledge but also with communication skills and problem-solving abilities; continuous development and CWS are critical for achieving competitive advantage in the industry, as they will improve employee performance.

This research adds to the organisational behaviour field by examining TAW's mediating function in forecasting CWS for EMV. It is essential to investigate the mediating mechanism. Because the literature on TAW has focused chiefly on the outcome of TAW, since the antecedents and mediating role of TAW have not been sufficiently investigated, research on this issue will contribute to the literature (Abid et al., 2019). Accordingly, this research seeks to address this gap in the literature by exploring TAW's mediating function in shaping the relationship between CWS and EMV.

This study primarily aims to analyse the direct impacts of CWS and TAW on EMV, to explore how CWS influences TAW, and to investigate the mediated effect of CWS on EMV via TAW. This research seeks to answer the question, How can the relationship between CWS and EMV be explained through TAW, and how does TAW mediate this relationship? This study is based on the social support theory (SCT) developed by Cohen and Wills (1985), the social learning theory developed by Bandura (1977), Maslow's (1943) self-actualisation theory, and the knowledge empowerment theory developed by Spreitzer (1995). In addition, studies on EMV are generally based on the social change theory developed by Blau (1964) (Xie et al., 2015). By examining the effect of CWS on EMV, the study contributes to the SCT that reveals the positive impact of the support individuals receive through social relationships on their psychological and job performance. Furthermore, addressing the effect of CWS on TAW contributes to the social learning theory that individuals learn by observing the behaviours of others and helping them improve their skills in this process. Finally, analysing the relationship between TAW and EMV contributes to the theory of self-actualisation, which refers to the desire of individuals to use their potential at the highest level. The study presents research hypotheses by analysing the relationships between CWS, EMV, and TAW concepts. Secondly, the study methodology, the tools used in data analysis, and the results are detailed. A comprehensive theoretical and practical assessment of the findings and recommendations for future research is conducted.

## **2. Conceptual Background and Hypotheses Development**

CWS is an interaction process in which individuals from the same or similar professional groups provide professional and social assistance to each other. This support can be manifested through information sharing between colleagues, increased motivation, emotional support, and experienced guidance. In the literature, CWS has been frequently examined for its positive effects on coping with workplace stress, job satisfaction, and performance. CWS can improve individual and organisational outcomes by facilitating individuals to cope with workplace challenges (Cohen & Wills, 1985; Rhoades & Eisenberger, 2002; Saks, 2006; Chiaburu & Harrison, 2008). While Saks (2006) states that CWS significantly affects employee engagement, Rhoades and Eisenberger (2002) emphasise the effect of CWS on employees' general well-being and performance at work. CWS is an important concept that reveals the positive results of workplace social interactions. This support improves the quality of work life by contributing to the development of employees both individually and organizationally. Especially in tourism, a labour-intensive sector, CWS is a fundamental concept for employees.

Hirschman (1970), a pioneer in economics and political science, defined voice as the direct expression of dissatisfaction with the status quo by members of an organisation. This is recognised as one of the first essential definitions of EMV. EMV expresses dissatisfaction with the status quo as an antecedent of the turnover decision. However, later studies have revealed that EMV has both a critical and proactive dimension. In this new perspective, EMV is seen as a communication mechanism that draws attention to organisational problems and offers suggestions for improvement. In other words, EMV is a tool that enables

employees to actively participate in organisational change (Hirschman, 1970; Van Dyne et al., 2003; Morrison, 2014). Consequently, EMV can be described as the capacity and readiness of employees to share their ideas, apprehensions, and recommendations within the organisational environment. This notion encompasses workers' involvement in decision-making activities, confidence in voicing opinions, and inclination to offer feedback regarding workplace matters. (Detert & Burris, 2007; Van Dyne & LePine, 2017). Van Dyne and LePine (2017) define this concept as employees' efforts to make their voices heard by taking risks in the workplace. On the other hand, Rhoades and Eisenberger (2020) emphasised that EMV is a critical element for organisational learning and innovation. They stated that EMV increases overall performance and innovative capacity.

Employees' effort to improve their professional skills and knowledge is self-training. This process includes continuous learning, personal development, acquisition of new skills, and improvement of existing skills. Godarzi et al. (2019) define TAW as developing individuals' professional and personal skills. In particular, TAW aims to increase individuals' abilities and knowledge levels. Recent studies have shown that self-development practices provide significant benefits at both individual and organisational levels (Noe, 2020) and that employees who perceive support are committed to their jobs (Gül & Güneş, 2024). Kraiger et al. (1993) emphasised that TAW is vital in increasing employees' job performance and overall career success. Noe (2020) stated that taking advantage of personal development and training opportunities improves individuals' adaptation and performance in the workplace. As a result, self-development at work is a factor that contributes to the competitive advantage of organisations by strengthening the adaptation capacity of employees to dynamic business environments and increasing individual and corporate performance.

### **2.1. The Relationship between Coworker Support, Self-Development in the Workplace and Employee Voice**

CWS can be defined as the support employees provide to each other socially and professionally at work. This support can take various forms, such as information sharing, morale, and professional guidance. On the other hand, EMV can express employees' participation in decision-making processes at the workplace, their ability to give feedback, and their freedom to express their opinions. The relationship between CWS and EMV has been revealed by many studies (Xu et al., 2017; Stinglhamber et al., 2020; Lee et al., 2021; Liu et al., 2022). Edmondson (2018) states that psychological safety is adequate on EMV and that CWS plays a critical role in providing this safety. Chiaburu and Harrison (2008) examined within the framework of SCT that CWS can positively affect employees' social interactions and voice in the workplace and concluded that CWS improves performance and satisfaction in the workplace by increasing employees' organisational voice. Detert and Burris (2007) investigated the relationship between collegial support and leadership behaviours. They emphasised that when leaders provide collegial support, employees are more likely to express their views, positively affecting organisational success. In addition, Morrison (2011) stated that providing a fair work environment increases EMV and that

collegial support reinforces this perception of justice. Tucker et al. (2008) made a notable contribution to the EMV field by analysing the essential contribution of colleagues in fostering discussions on safety concerns. Based on this premise, the following hypothesis was proposed:

H1: CWS exerts a meaningful and positive influence on EMV.

This hypothesis is based on the SCT developed by Cohen and Wills (1985). SCT examines the positive effects of the support individuals receive through social relationships on their psychological and job performance (Scott et al., 2014). CWS can help employees feel more secure and effectively heard in the workplace.

Ngo et al. (2023) considered CWS as a factor that can indirectly affect employees' TAW and support employees to take on broader roles and develop themselves. Singh et al. (2019) argue that CWS and change positively relate to psychological development and employee performance. This indirectly emphasises the relationship between CWS and self-development at work. Dundon et al. (2004) argue that CWS significantly and positively affects TAW. CWS plays a vital role in employees' development processes because a supportive culture and structure can encourage opportunities for learning and development. Positive support among colleagues helps employees to develop their skills and progress professionally. This support also strengthens self-development efforts. Schoofs et al. (2022) state that colleagues' support will promote self-actualisation in the workplace through meeting needs. Similar studies have argued that CWS is adequate for TAW (Nabawanuka & Ekmekçioglu, 2024; Zaitouni & Ouakouak, 2018; Orvis & Leffler, 2011). In light of these findings, the following hypothesis was developed:

H2: CWS exerts a meaningful and positive influence on TAW.

This hypothesis is based on Bandura's social learning theory (1977). According to this theory, people learn by observing the behaviours of others and evaluating their consequences. Support from colleagues can help individuals improve their skills and do their jobs better. Colleagues provide information, feedback, and modelling, positively influencing individuals' job performance and self-education process.

The relationship between *workplace development* and EMV offers many benefits for individual employees and organisations. Organisations should invest in employee development and create a supportive culture to increase EMV. Studies investigating self-development and EMV at work (Koçak & Algin, 2019; Jha et al., 2019; Sheng & Zhou, 2021; Liu & Zhou, 2024) reveal a significant and positive relationship between these concepts. Therefore, based on these findings from the literature, the following hypothesis was developed:

H3: TAW exerts a meaningful and positive influence on EMV.

This hypothesis can be based on the theory of self-actualisation developed by Maslow (1943), which expresses the desire of individuals to use their potential at the highest level. In Maslow's hierarchy of needs, self-actualisation is defined as the need for individuals to use their abilities and capacities at the highest level. Self-development helps individuals realise this potential, often resulting in a more excellent voice (i.e., freedom to express thoughts and ideas) and participation at work. Self-developed employees may have more self-confidence and express their views more effectively. Furthermore, this hypothesis can be based on the theory of knowledge empowerment developed by Spreitzer (1995). The theory provides a perspective on how increasing employees' knowledge and skills can improve their organisational power and influence. Knowledge empowerment allows employees to develop their capabilities and have more of a voice in this process. Knowledge empowerment theory argues that increasing their knowledge and competencies positively impacts their participation and voice in the workplace.

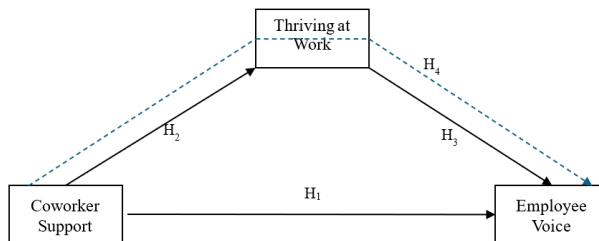
## **2.2. The Mediating Role of Self-Development in the Workplace**

No information in the literature directly supports the mediating role of TAW in the impact of CWS on EMV. When analysed indirectly, CWS creates an environment where employees can express their opinions comfortably. In this way, employees become more active at work. In addition, self-training at work helps employees to produce better ideas (Zimmermann, 2020; Asgarneshad Nouri et al., 2021). Therefore, CWS and TAW enable employees' voices to be heard better. Zaitouni and Ouakouak (2018) found that leadership and CWS positively affect employee productivity. The study shows that the positive effect of collegial support on employees' personal development functions as an indirect mechanism of influence on EMV. Madjar (2005) found that peer and leadership support are important in improving employee performance. It is also emphasised that self-improvement at work plays a mediating role in this relationship. Loudoun et al. (2020) examine the role of a collegial voice in complex work environments and evaluate organisational support factors and barriers in this process. The study revealed that collegial support and organisational facilitators are essential in increasing EMV and that these effects are reinforced through self-enhancement at work. Therefore, based on these findings from the literature, the following hypothesis was developed:

H4: TAW has a mediating role in the effect of CWS on EMV.

This hypothesis can be based on social exchange theory (SET). Within the framework of the reciprocity norm in Blau's (1964) SET, it is predicted that employees who interact closely with their work groups will experience a higher level of indebtedness towards these groups, increasing their intrinsic motivation. In this context, employees are expected to engage in proactive behaviours such as generating new ideas and sharing information. Based on the hypotheses developed above, the model proposed in this paper tests the relationships between CWS, TAW, and EMV, as presented in Figure 1.

**Figure: 1**  
**Research Model**



### 3. Methodology

The population of this study consists of hotel employees in Manavgat/Antalya, one of Türkiye’s tourism sector centres. Data were gathered from employees working at five-star hotels located in Manavgat. Those who consented to the study were approached and invited to complete the survey. Alongside the questionnaire, participants received a cover letter outlining the research objectives. Moreover, assurances were provided to participants that their responses would remain confidential and be utilised solely for research purposes. Given time and financial resource constraints, a convenience sampling method was deemed appropriate for participant selection. Data were collected from 296 participants between May 2024 and July 2024. For the analyses to be conducted in the study, it was ensured that the number of participants was at least five times the number of scale items (Tabachnick & Fidell, 2007). The obtained sample size was considered sufficient because it exceeded five times the number of items in the questionnaire. The scales for which a Turkish translation was unavailable were translated into Turkish by back-translation from the original language. A pilot study was conducted for potential participants to evaluate whether they had any difficulties with the readability and comprehensibility of the items. Thirty employees participated in this pilot study, and no significant changes were made to the questionnaire in line with the results. The gender distribution of the participants in the survey is 60.1% male and 39.9% female hotel employees, respectively.

Regarding the age group, 40.2% of the participants are 18-28, 35.5% are 29-39, 19.9% are between 40-50 years old, and 4.4% are 51 years old and above. 60.5% of the participants are single, and 39.5% are married. Regarding education, 59.2% of the participants are high school graduates, 34.5% are undergraduate graduates, and 6.4% are postgraduates. 40.6% of the participants have been working for 1-5 years, 25.7% for 6-10 years, 24.3% for 11-20 years and 9.5% for more than 21 years.

#### 3.1. Research Scales

**CWS Scale:** The CWS Scale, the study’s independent variable, consists of 4 statements and one dimension developed by Zhou and George (2001). The scale has a 5-point Likert-type scaling (1 = strongly disagree, 5 = strongly agree). The statements in the

scale are "My colleagues voluntarily share their knowledge and experience with me" and "My colleagues help me to complete a task". When the reliability of the CWS scale was analysed, Cronbach's alpha value was 0.86. This value shows that the scale has high reliability (Tavşancıl, 2014). An exploratory factor analysis (EFA) was conducted to assess the scale's construct validity. The four items of the CWS scale accounted for 74.644% of the total variance. The KMO analysis result of the scale was 0.81, and Barlett's test was significant (666.922;  $p = .001$ ). KMO level is above 0.50, and Barlett's test is important. When the factor loads of the scale were analysed, it was found that they were between 0.826 and 0.880. In addition, since the factor loadings of the statements were above 0.40, the scale's construct validity was accepted (Kalaycı, 2010). The kurtosis values of the statements in the scale were distributed between -1.092 and -1.245, and the skewness values were distributed between -0.212 and -0.385. When kurtosis and skewness values are considered, the data show normal distribution (Tabachnick & Fidell, 2007).

**TAW:** TAW scale, which is the mediating variable of the study, was developed by Porath et al. (2012) and adapted into Turkish by Koçak (2016). The scale consists of 8 statements: "When I am at work, I often find myself learning something", "When I am at work, I acquire new skills that will be useful for my job", and "When I am at work, I acquire new knowledge that will be useful for my job.". The scale has a 5-point Likert-type scaling. When the reliability of the TAW scale was analysed, the Cronbach's Alpha reliability value was found to be 0.93. When the EFA results of the scale were examined, it was concluded that the KMO value was 0.91, and Barlett's test (2011.590;  $p = .001$ ) was significant. When the factor loadings of the scale were analysed, it was found that they were between 0.659 and 0.878. In addition, since the factor loadings of the statements were above 0.40, the scale's construct validity was accepted (Kalaycı, 2010). The kurtosis values of the statements in the scale were distributed between -0.857 and -1.199, and the skewness values were distributed between -0.446 and -0.025. When the kurtosis and skewness values are considered, it is seen that the data are typically distributed (Tabachnick & Fidell, 2007).

**EMV Scale:** The EMV scale, developed by Van Dyne and LePine (2017), consists of 6 statements, and one dimension was used to measure EMV. The statements of the scale include "I make suggestions about issues that concern the organisation I work for, I encourage my colleagues working in this workplace to talk to their supervisors without hesitation about solving problems related to their work", and "I try to contribute to issues that may affect the quality of the working environment".

When the reliability of the EMV scale was analysed, Cronbach's alpha value was found to be 0.93. This value shows that the scale has high reliability (Tavşancıl, 2014). EFA was carried out to evaluate the scale's construct validity. The four items of the CWS scale collectively accounted for 74.644% of the explained variance. The KMO analysis result of the scale was 0.88, and Barlett's test was significant (1300.922;  $p = .001$ ). KMO level is above 0.50, and Barlett's test is important. When the factor loads of the scale were analysed, it was found that they were between 0.816 and 0.884. In addition, since the factor loadings of the statements were above 0.40, the scale's construct validity was accepted (Kalaycı,



2010). The kurtosis values of the statements in the scale were distributed between -1.368 and -1.120, and the skewness values were distributed between -0.258 and -0.485. When kurtosis and skewness values are considered, the data show normal distribution (Tabachnick & Fidell, 2007).

### **3.2. Analysis of Research Data**

The research data were analysed using SPSS 27, AMOS 24, and the PROCESS MACRO extension for SPSS. Initially, frequency analyses were conducted to examine the demographic profiles of the participants who voluntarily participated in the study. Before analysing the variables, the reliability of each scale was evaluated by calculating the Cronbach's Alpha coefficient. Subsequently, bivariate correlation analyses were performed to investigate the associations among the scales utilised in the study, and confirmatory factor analyses (CFA) were employed to assess the validity of these scales. In the final phase, the mediating effect proposed in the research model was examined using the PROCESS MACRO model 4 in SPSS.

### **4. Findings**

Table 1 provides the mean and standard deviation alongside the values for construct reliability (CR), average variance extracted (AVE), maximum shared variance (MSV), and average shared variance (ASV), which are utilised to evaluate the factors' convergent and discriminant validity. For convergent validity, it is recommended that the AVE should exceed 0.5, the CR should be above 0.7, and the CR should be greater than the AVE. For discriminant validity, the square root of the AVE should be greater than the inter-factor correlations. (Fornell & Larcker, 1981; Gürbüz, 2019). Regarding discriminant validity, the MSV and ASV are expected to be lower than the AVE, and the square root of the AVE should surpass the correlations among the factors (Gürbüz, 2019; Hair et al., 2017). Based on these criteria, the AVE and CR values, along with the MSV, ASV, and inter-factor correlations for the scales used in this study, are summarised in Table 1.

**Table: 1**  
**Descriptive Statistics, Factor Loadings, and Validity Indicators**

Variables	Item	Factor Loading	$\bar{x}$	S.S.	CR	AVE
Coworker Support (CWS)	CWS1	0.849	3.23	1.27	0.89	0.64
	CWS2	0.846				
	CWS3	0.817				
	CWS4	0.742				
Thriving at Work (TAW)	TAW1	0.768	3.35	1.99	0.93	0.63
	TAW2	0.760				
	TAW3	0.790				
	TAW4	0.809				
	TAW5	0.890				
	TAW6	0.798				
	TAW7	0.901				
	TAW8	0.636				
Employee Voice (EMV)	EMV1	0.853	3.43	1.37	0.92	0.66
	EMV2	0.883				
	EMV3	0.797				
	EMV4	0.806				
	EMV5	0.793				
	EMV6	0.724				
Fornell-Lacker	Variables	MSV	ASV	CWS	TAW	EMV
	CWS	0.22	0.23	<b>0.82</b>		
	TAW	0.22	0.22	0.46**	<b>0.80</b>	
	EMV	0.22	0.22	0.46**	0.42**	<b>0.81</b>

*N* = 296; \*\**p* < .01.

When the data in Table 1 are analysed, the CR value is considered in the reliability of the factors of the CWS scale. In convergent validity, the AVE (0.64) value is greater than 0.5, the CR (0.89) value is greater than 0.7, and the CR value is greater than the AVE value. According to this result, the factors belonging to the scale of CWS have convergent validity. When the discriminant validity of the factors of the CWS scale is analysed, it is seen that the AVE (0.64) value is higher than the MSV (0.22) and ASV (0.23) values. The CR (0.93) value of the factors of the TAW scale, another research scale, is greater than the reference value of 0.7, and the AVE (0.63) value is greater than 0.5. In addition, the fact that the CR value of the TAW scale is greater than the AVE value shows that it has convergent validity, and the fact that the AVE (0.60) value is higher than the MSV (0.22) and ASV (0.22) values shows that it has discriminant validity. Table 1 shows that the CR (0.92), AVE (0.66), MSV (0.22) and ASV (0.22) values of EMV, which is the result scale of our research, have combination and discriminant validity values (Gürbüz, 2019: 84). As a result, it is determined in Table 1 that all scales of the research have high reliability, convergent and discriminant validity.

#### 4.1. Measurement Frameworks

Before examining the research hypotheses, a confirmatory factor analysis (CFA) was performed to assess the structural validity of the variables considered in the study. The measurement model was analysed through CFA using the AMOS 27 software. Instead of analysing the scales with different factor structures used in the research separately, all scales are included in the analysis as a whole, and the analysis is applied (Gürbüz, 2019; Hair et al., 2017). The analyses here are tested using the alternative model's strategy to determine

which model has better goodness of fit. Table 2 presents the goodness-of-fit metrics for the models evaluated using the alternative approach.

**Table: 2**  
**Measurement Model (Goodness-of-Fit Metrics and Alternative Models)**

Models	CMIN	DF	CMIN/DF	RMSEA	CFI	TLI	GFI	SRMR
Research Model	211.52	108	1.995	0.05	0.98	0.97	0.93	0.03
Model 1	1202.56	134	8.97	0.16	0.75	0.71	0.64	0.12
Model 2	1198.14	134	8.94	0.16	0.74	0.71	0.64	0.13
Model 3	2160	135	16.00	0.23	0.52	0.45	0.44	0.17

Note: “ $n = 296$ ;  $\chi^2/df$  = Ki-Square Fit Test; RMSEA = Mean Square Root of Approximate Errors; CFI = Comparative Fit Index; TLI = Tucker-Lewis index; GFI = Goodness of Fit Index; SRMR = Square Root of Standardised Mean Errors”

Model 1 (Two-factor model) = CWS and self-training at work are combined in one factor.

Model 2 (Two-factor model) = CWS and EMV are combined in one factor.

Model 3 (Single factor model) = All variables are combined in a single factor.

When the data in Table 2 were examined, the measurement model, including all variables (CWS, TAW, and EMV), was analysed using the alternative model’s strategy (Anderson & Gerbing, 1988). As a result of the analysis, it was determined that the goodness of fit values (CMIN/DF = 1.99, RMSEA = 0.05, CFI = 0.98, TLI = 0.97, GFI = 0.93, SRMR = 0.03) of the three-factor model (research model) provided the best fit compared to the other models (Model 1, Model 2 and Model 3) (Mishra & Datta, 2011). In addition, we can state that the scales used in the research have good discriminative features. According to this result, we can say that the 3-factor measurement model of the study is the model that best explains the structural relationship between the scales.

## 4.2. Testing Hypotheses

Following the validation of the measurement model, which was achieved through confirmatory factor analysis and correlation analysis of the scales, the study tested its hypotheses (H1, H2, H3, and H4). A regression analysis was performed using Bootstrap to evaluate whether TAW mediates the relationship between employees’ perceptions of CWS and their voice behaviour. This method is widely recognised for producing more robust and reliable outcomes than conventional approaches, such as the Baron and Kenny method (1986) and the Sobel test (Preacher et al., 2007; Hayes, 2018). The analyses were executed using Process Macro analytical software. Moreover, when applying the Bootstrap method for mediation analysis, the confidence interval (CI) mustn’t include zero (0) to confirm the hypothesised effects (Mallinckrodt et al., 2006). The findings derived from these analyses are presented in Table 3.

**Table: 3**  
**Regression Outcomes for the Mediation Effect**

Thriving at work						
	$\beta$	SE	t	P	LLCI	ULCI
Gender	-0.046	0.125	-.364	0.716	-.292	.201
Age	-0.101	0.085	-1.186	0.264	-.269	.067
Marital status	-0.377	0.155	-2.430	0.016	-.681	-.072
Educational level	0.146	0.078	1.861	0.064	-.008	.300
Period of Operation	-0.021	0.049	-0.422	0.674	-.116	.075
Coworker support	0.378	0.050	7.568	0.000	.280	.477
Employee Voice						
	$\beta$	SE	T	P	LLCI	ULCI
Gender	0.025	0.148	0.167	0.868	-.266	.315
Age	0.130	0.101	1.292	0.197	-.068	.329
Marital status	0.015	0.184	0.081	0.936	-.348	.378
Educational level	0.190	0.093	2.042	0.042	.007	.373
Thriving at work	0.294	0.069	4.245	0.000	.158	.431
Direct effect of Coworker support	0.283	0.065	4.387	0.000	.156	.410
Total effect of Coworker support	0.394	0.061	6.503	0.000	.275	.513
Indirect effect of Coworker support on Employee Voice via Thriving at Work			Effect	SE	LLCI	ULCI
			0.111	0.037	.046	.195

Note. N = 296; SD = Standard deviation; SE = Standard Error; Bootstrap Sample size = 5,000. LL = lower limit; CI = confidence interval; UL = upper limit.

An analysis of Table 3 reveals that CWS has a notable and positive impact on EMV ( $\beta = 0.283$ , 95% CI [.156, .410]), providing evidence supporting hypothesis H1. Another result illustrated in Table 3 indicates that CWS exerts a meaningful and favourable influence on TAW ( $\beta = 0.378$ , 95% CI [.280, .477]), leading to the acceptance of hypothesis H2. Additionally, Table 3 demonstrates that TAW significantly and positively contributes to EMV ( $\beta = 0.294$ , 95% CI [.158, .431]). This finding confirms hypothesis H3.

### 4.3. Mediating Test

The significant interaction between the research scales in Table 3 allowed questioning the mediation relationship. In this context, the last hypothesis of the study, the H4 hypothesis, questioned whether TAW's mediating role in the effect of CWS on EMV. In the implementation phase of mediation analyses, Model 4 and the Bootstrap technique and 5000 resampling options were selected from the Process Macro package analysis program and analysis results were obtained (Hayes, 2018). An evaluation of the mediation analysis findings in Table 3 reveals that TAW is a partial mediator in the indirect relationship between CWS and EMV ( $\beta = 0.111$ , 95% CI [.046, .195]). This outcome supports the acceptance of hypothesis H4.

## 5. Discussion and Concluding Remarks

The current research examined the direct and indirect effects of CWS through self-training on EMV of hotel business employees operating in the Manavgat district of Antalya province. In addition, the impact of CWS on TAW and the effect of TAW on EMV were analysed. The study's findings confirmed that CWS positively affects EMV. This study empirically demonstrated that CWS and TAW are essential antecedents of EMV. Moreover, this result suggests that CWS indirectly influences EMV through TAW as a mediator.

Therefore, organisations should emphasise collaboration to increase EMV, strengthen collegial support, and create opportunities and motivational situations for TAW.

This study found that CWS has a significant and positive effect on EMV. This finding reveals that CWS is essential in communication and expressing opinions at the workplace. Therefore, it can be understood that as the sense of trust and solidarity among colleagues increases, employees will be able to express their opinions more freely. CWS has a vital role in the effect of psychological safety on EMV (Edmondson, 2018). In addition, CWS improves performance and satisfaction at work by increasing employees' organisational voice (Chiaburu & Harrison, 2008). Research in the tourism and hospitality sector has examined the results of EMV. Findings from these studies show that perceived support from colleagues and the organisation (Loi et al., 2014; Xu et al., 2017) can positively affect EMV. Teamwork and cooperation among colleagues are highly desirable elements in the hotel industry (Ma & Qu, 2011). Interaction among colleagues can increase the sharing of knowledge and experience and enable employees to make their voices heard more consciously and effectively. Thus, it can create a more robust culture of communication and cooperation in the organisation. This can increase the overall performance and satisfaction of employees.

Secondly, the study concluded that CWS significantly and positively affects TAW. Nabawanuka and Ekmekçioglu (2024) reveal that CWS substantially increases employees' opportunities for self-development at work. Support from colleagues helps employees improve their knowledge and skills, positively affecting their personal and professional development at work. Zaitouni and Ouakouak (2018) found that CWS positively affects employee development. Orvis and Leffler (2011) emphasise that work self-development is shaped by personal characteristics and dynamics arising from the work environment. Therefore, colleagues can motivate each other by sharing their knowledge and experiences. Such support can accelerate learning processes and facilitate the acquisition of new skills.

Thirdly, it was found that TAW has a significant and positive effect on EMV. This result also coincides with previous studies. Baş (2022b) concluded that TAW significantly and positively affects EMV. Choudhary et al. (2024) found that employees' self-training and feeling their development increases their willingness to express their opinions and thoughts at work. Similarly, Sugiono et al. (2023) found a positive relationship between TAW and EMV. Sheng and Zhou (2022) confirmed the positive effect of TAW on vocal behaviour and stated that the proactive personality trait strengthens this effect. Employees' personal and professional development is thought to enable them to take a more active role in the workplace and make their voices heard. The desire to realise their potential encourages employees to share their ideas and contribute to business processes. This supports the thesis that development directly affects EMV behaviour by increasing employees' intrinsic motivation. The more employees develop, the more they will take the initiative to speak up (Yousaf et al., 2019; Liu & Zhou, 2024). These results suggest that employees' sense of development encourages them to show more vocalisation at work.

Finally, the research results showed that TAW plays a mediating role in the effect of CWS on EMV. CWS is an essential factor affecting EMV (Chiaburu & Harrison, 2008; Ma & Qu, 2011; Loi et al., 2014; Xu et al., 2017; Edmondson, 2018). This situation can be further strengthened by TAW efforts at work (Spreitzer et al., 2005). Koçak and Algün (2019) confirmed that TAW fully mediates the relationship between in-group relationship quality and EMV behaviour. Employees' support from their colleagues increases their desire to improve themselves at work and contributes to them expressing their thoughts more. This support positively affects the development of individuals, active participation, and vocal behaviours in the workplace. The study reveals that the support organisations provide to their employees encourages more voice at work about the employees' self-development level.

### **5.1. Theoretical Implications**

The hospitality sector relies heavily on human labour, involving numerous daily employee exchanges. Within these interactions, CWS emerges as a crucial factor in facilitating the open articulation of ideas and is recognised as a topic warranting further exploration (Xie et al., 2015). The outcomes of this research provide valuable contributions to various theoretical frameworks. Firstly, the relationship between CWS and EMV refers to the SCT developed by Cohen and Wills (1985). The theory reveals how interactions between employees and support systems affect them. CWS makes individuals feel more secure and allows them to make their voices heard at work. This increases psychological safety and EMV (Scott et al., 2014). Therefore, the findings of this study may contribute to employees expressing themselves more effectively at work by increasing their sense of trust.

As a result of the research, it was revealed that support among colleagues positively affects individuals' self-education processes at work. This result may contribute to the social learning theory developed by Bandura (1977). The theory argues that CWS positively affects individuals' learning and development processes. Therefore, in an organisation where CWS is positive, the self-training process at work can be positively affected. As a result of the research, the significant and positive effect of CWS on TAW makes an essential contribution to the literature to understand social learning theory better.

Moreover, it shows that CWS provides emotional support and helps individuals improve their skills and job performance. Employees can train more effectively by observing and learning from each other's behaviours. In addition, the effect of TAW on EMV, another result of the research, contributes to Maslow's (1943) self-actualisation theory. Research findings reveal the positive impact of employees' desire to realise their potential on EMV. Individuals who self-actualise at work develop more self-confidence and become more effective in expressing their ideas. This situation increases participation and voice in the workplace and strengthens the contribution of individuals to organisational processes. The knowledge empowerment theory developed by Spreitzer (1995) provides a critical framework to support the findings. It clearly explains how increasing employees' knowledge and skills increases their voice and influence in the workplace.

Within the scope of the research, it has been determined that CWS is adequate for EMV through TAW. Verifying this result within the framework of SET (Blau, 1964) makes an essential contribution to the theory. The theory suggests that social interactions are based on the principle of reciprocity and that these interactions shape social structures. In this context, SET offers a new perspective on understanding the relationship between CWS and EMV. CWS becomes an effective tool to increase EMV by creating trust and commitment in the short term and motivation for development in the long term. As a result, this finding contributes to the applicability of SET in the context of employee development and voice. The mediating role of CWS on employees' self-development and, thus, increasing EMV is one of the essential findings of this study. The theoretical contribution of this research helps better understand the relationships between CWS, EMV, and self-development processes, and it significantly contributes to the literature. Examining employees' psychological safety and interaction dynamics allows for a more comprehensive assessment of social support systems' impact on individuals' professional development and engagement.

## **5.2. Practical Implications**

This research has important practical implications for managers and employees in hospitality and other sectors. Strong collegial support increases EMV and positively affects organisational performance and employee satisfaction. Therefore, sector representatives should build an organisational culture where CWS will occur to increase work performance and satisfaction. They should also create opportunities for individuals to improve themselves. This will provide a working environment where all ideas can be expressed freely.

A supportive organisational culture can be created to increase CWS. A culture encouraging CWS can be developed to provide an open communication environment where individuals can show courage to make their voices heard. Organising training programs that enable employees to learn from their colleagues can help employees increase their competencies by using social learning theory. Mentoring and coaching programs can be established to increase CWS. Such programs allow experienced employees to share their knowledge and experience with less experienced employees, thus contributing to the development of individuals.

Creating feedback mechanisms encouraging employees to express their opinions can increase EMV. Employees' opinions and suggestions should be listened to through surveys, one-to-one interviews, and group discussions, and this feedback should be incorporated into business processes. Projects and collaborations encourage teamwork in which employees complement each other's deficiencies, which can pave the way for CWS and individual developmental processes. In this case, personal and organisational benefits can be achieved by enabling employees to learn from each other. In addition, rewarding employees who improve themselves at work and promoting them as role models can also motivate other employees. These practical contributions can help employees increase their psychological safety, express their opinions openly, and, as a result, create a more productive work

environment. Thus, higher performance and satisfaction can be achieved at both individual and organisational levels.

### 5.3 Limitations and Future Research

This research has several limitations. Firstly, it was collected from hotels in Manavgat, Antalya, a vital tourism centre in Türkiye. Therefore, the findings may not fully generalise to regions, sectors, or businesses. Future studies can be conducted in different areas and sectors to better understand the effects of CWS and TAW on EMV. Secondly, the research data were obtained through a questionnaire survey. This is limited to in-depth inferences. With further studies using interview techniques, the relationships between variables and causal effects can be better understood. Finally, this study did not consider other organisational cultures or leadership styles that may affect the variables examined. Further research, potentially including mechanisms that strengthen or weaken these relationships, may provide deeper insights into EMV.

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