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THE IMPACT OF MULTIFACETED LEADERSHIP ON EMPLOYEE VOICE: MEDIATING ROLES OF INTRA-ORGANIZATIONAL COMMUNICATION AND KNOWLEDGE SHARING*

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ABSTRACT

The aim of the study is to examine the effect of multifaceted leadership on employee voice and the mediating role of organizational communication and knowledge sharing in this effect. The population of the study consists of non-managerial administrative staff at a state university in Turkey. The sample consists of 197 people who participated in the research with simple random sampling method. Questionnaire method was used to collect the data. The data obtained were subjected to statistical analysis through SPSS 25 and AMOS 24. For the validity and reliability of the scales, Cronbach's Alpha value was analyzed. In addition, regression, correlation, CFA and frequency analyses were performed on the data. In the study, model analysis and hypothesis testing were performed with model 4 in Hayes Process Macro. The analysis revealed that multifaceted leadership positively influences employee voice, which in turn positively affects intra-organizational communication and knowledge sharing. Additionally, intra-organizational communication and knowledge sharing full mediate the relationship between multifaceted leadership and employee voice.

Keywords: *Multifaceted Leadership, Employee Voice, Intra-Organizational Communication, Knowledge Sharing*

Jel Classification: *L20, D23, D83*

ÇOK YÖNLÜ LİDERLİĞİN ÇALIŞAN SESLİLİĞİ ÜZERİNDEKİ ETKİSİ: ÖRGÜT İÇİ İLETİŞİM VE BİLGİ PAYLAŞIMININ ARACILIK ROLLERİ

ÖZ

Çalışmanın amacı, çok yönlü liderliğin çalışan sesliliği üzerindeki etkisini ve bu etkide örgüt içi iletişim ve bilgi paylaşımının aracılık rolünü incelemektir. Araştırmanın ana kütlesini Türkiye'de bir devlet üniversitesinde yönetici olmayan idari çalışanlar oluşturmaktadır. Örneklem ise basit tesadüfi örnekleme yöntemi ile araştırmaya katılan 197 kişiden oluşmaktadır. Verilerin toplanmasında anket tekniği kullanılmıştır. Elde edilen veriler SPSS 25 ve AMOS 24 aracılığıyla istatistiksel analize tabi tutulmuştur. Ölçeklerin geçerlilik ve güvenilirliği için Cronbach's Alpha değeri analiz edilmiştir. Ayrıca veriler üzerinde regresyon, korelasyon, doğrulayıcı faktör (DFA) ve frekans analizleri yapılmıştır. Çalışmada model analizi ve hipotez testi Hayes Process Macro'da model 4 ile gerçekleştirilmiştir. Analizler, çok yönlü liderliğin çalışanların sesini olumlu yönde etkilediğini, bunun da örgüt içi iletişimi ve bilgi paylaşımını olumlu yönde etkilediğini ortaya koymuştur. Ayrıca, örgüt içi iletişim ve bilgi paylaşımı, çok yönlü liderlik ve çalışan sesi arasındaki ilişkiye tam aracılık etmektedir.

Anahtar Kelimeler: *Çok Yönlü Liderlik, Çalışan Sesliliği, Örgüt İçi İletişim, Bilgi Paylaşımı*

Jel Sınıflandırılması: *L20, D23, D83*

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1. INTRODUCTION

Effective and efficient leadership requires the adoption of leadership styles that enhance the role of employees in the organization, creating a positive working environment in the organization, providing them with a sense of purpose and meaning, and providing opportunities to develop their strengths and discover their talents (Cherkowski et al., 2020). Relationship-oriented and developmental leadership behaviors are predicted to support employee vocalization behaviors. Positive leadership styles promote the development of employee voice through practices that encourage employee engagement, contribute to their career development, and provide better working conditions (Malinga et al., 2019). In this context, the multifaceted nature of the leader comes into play. In an effort to shape not only the present but also the future, a multifaceted leader encourages employees to openly express their opinions and strives to improve the quality of communication within the organization. Leaders who value feedback reinforce employee behavior with this approach (Schultz & Hernes, 2013). It is therefore believed that the perception of multifaceted leadership will have a positive effect on employee voice. In fact, Wang et al. (2019) stated that multifaceted leaders foster innovation with notable changes and an increase in employee voice observed thanks to the positive environment they provide to employees.

On the other hand, when communication within the organization is based on trust, the employees' sense of trust and belonging to their managers and organizations increases. Leaders who create this situation bring employees who are loyal to the organization, can express themselves, are creative and exploratory, have high job satisfaction and do not think about quitting their jobs (Keçeci et al., 2017). In order to effectively carry out the activities of developing and discovering the existing potential, which is one of the most important characteristics of multifaceted leaders, they must be able to create a suitable climate and culture within the organization. Leaders can determine the climate and culture needed by the organization and adapt it to the entire organization through effective organizational communication (Lewis et al., 2002; He & Wong, 2004). Therefore, it can be said that the perception of diverse leadership plays an important role in communication within the organization.

Leaders in an organization play an important role as people who directly shape employees' perceptions and attitudes towards the organization (Eser & Ensari, 2016). Thus, leaders' attitude is an important factor that determines followers' knowledge sharing behavior. It is argued that employees who engage in trusting knowledge sharing with their leaders are more likely to share knowledge without fear of dismissal (Bradshaw et al., 2015). Knowledge sharing culture develops faster in organizations with leaders who possess positive leadership characteristics, distribute authority to subordinates, are open and tolerant of change, are fair in resource allocation, and have a solution-oriented approach to mistakes (Oliver & Kandadi, 2006). A well-rounded leader should be a leader who values knowledge, encourages knowledge sharing, encourages employees to take ownership of the organization, and creates an overall organizational culture in this direction (Bolinger & Smith, 2001).

This study aims to contribute to the literature on multifaceted leadership, employee voice, intra-organizational communication and knowledge sharing. In addition, it is considered to have a unique value in terms of the effect of multifaceted leadership on employee voice and the mediating roles of organizational communication and knowledge sharing in this interaction.

2. CONCEPTUAL FRAMEWORK

2.1. Multifaceted Leadership

Historically, leadership research has largely conceptualized leadership as a unidimensional construct, often narrowly focusing on isolated leadership roles (Moldogaziev & Silvia, 2015). However, recent research has viewed leadership as a multifaceted and complex phenomenon (Fernandez et al., 2010; Jackson et al., 2013). In this context, the concept of multifaceted leadership used in this study allows the effects of different leadership roles to be identified and compared. The most current paradigm in the field of leadership is the transformational-transactional leadership theory proposed by Burns (1978) and developed by Bass and Avolio (2000). As an extension of this theory, the Multifactor Leadership Questionnaire (MLQ) was created and validated (Avolio & Bass, 2004).

Rozing et al. (2011) emphasized that multifaceted leadership consists of three main elements: first, leadership behavior that encourages exploration; second, leadership behavior that supports development so that the current situation is not left behind; and third, flexible leadership behavior that can switch between these two leadership approaches depending on the time and situation. Zaher et al. (2016) explain this model of leadership using the “ambidextrous leader” metaphor. This metaphor implies that leaders use the characteristics of transformational leadership in the process of innovation and discovery to give employees freedom and create an atmosphere of trust, while using the restrictive elements of transactional leadership to reward and motivate employees to improve the current situation.

2.2. Employee Voice

Employee voice determines the reactions of employees in an organization to events they encounter and how they express those reactions. Employee voice can take the form of offering advice, reporting concerns to authorities, debating, or complaining (Göktaş Kulualp, 2016). The hallmark of employee voice is that it should be developed as a reinforcing and healing voice rather than an irritating voice (Van Dyne & LePine, 1998). Employee voice is an individualized action and this action is possible when the individual acts spontaneously. When an individual speaks out, he/she demands better and seeks to make changes. In this process, an individual may communicate his/her suggestions, concerns, or complaints about work in a formal or informal way (Morrison, 2014). In employee voice, the relaxation of the hierarchical structure and the strengthening of communication between managers and employees create an environment where employees can voice their suggestions and concerns that can affect the decisions and policies of the organization. According to Bartholomé & Laurent (1986), this situation suggests that an atmosphere of trust must be created in the organization for employees to adopt voice communication.

2.3. Intra-Organizational Communication

Intra-organizational communication involves the continuous exchange of knowledge and ideas between internal departments and with the external environment to achieve organizational goals and objectives (Purol & Wosik, 2007; Richmond et al., 2005). Intra-organizational communication is not limited to communication between managers and employees (Bilgin & Işık, 2023); it also occurs through intermediaries such as reports, correspondence, and presentations provided by subordinates or superiors (Suzuki et al., 2018). Thus, intra-organizational

communication is a process in which certain groups come together to share knowledge and ideas in accordance with an organizational goal (Andrionia & Popp, 2012). These days, the proliferation of internet communication tools and the use of mobile technology have facilitated intra-organizational communication by increasing the speed of communication. These developments have increased access to organizational data and enabled employees to share their ideas faster and at a lower cost, thus facilitating greater participation in the decision-making process (Lai, 2001).

2.4. Knowledge Sharing

The activity of transferring or disseminating information from one person to another (Lee, 2001), the process of transforming information possessed by one person into a form that can be understood, assimilated and used by others (Ipe, 2003) and the sharing of information with employees at organizational level is knowledge sharing (Bartol & Srivastava, 2002). Knowledge sharing refers to the process of perceiving the need for information (Işık, 2018), establishing the necessary systems and infrastructure, and making this information available to those who need it (Seonghee & Boryung, 2008). Knowledge sharing at organizational level involves the exchange of information between individuals and the mutual realization of this exchange. Successful knowledge exchange relies on individuals voluntarily transforming their critical knowledge and bringing it back to the organization (Demirhan & Bozkurt, 2010). Kuo & Young (2008) divided knowledge sharing into two fundamental activities: transmission and assimilation. In the transfer process, the emphasis was on the correct presentation and effective transfer of knowledge, while in the assimilation process, attention was drawn to the way knowledge is used.

3. HYPOTHESIS DEVELOPMENT

As Burns (1978) argues in his leadership theory, leaders instill trust in their followers by understanding their needs and aspirations and motivate them through this trust. Trustworthy leaders encourage their employees not only to perform at the required performance level but also to exhibit positive voice behaviors that contribute to the benefit of the organization. In this context, Kan (2025) revealed that organizational support provided by managers positively affects employee voice. In another study, Assefa et al. (2024) found that leader-member interaction has a significant direct effect on employee voice behavior. Multifaceted leaders aim to improve the quality of communication by encouraging employees to express their opinions about the current situation. This feedback positively influences employees' voice behaviors and contributes to creating an innovative and creative environment in the organization (Ajmal et al., 2024; Schultz & Hernes, 2013; Tischler et al., 2016; Wang et al., 2019). In this framework, the following hypothesis was developed:

H1: Multifaceted leadership positively affects employee voice.

Viewing leadership as a complex interpersonal and intrapersonal communication system of leaders and followers allows human resource management and organizational behavior professionals to evaluate leadership styles in a continuously innovative way (Dehghanan et al., 2021). One of the most important skills for a leader to be effective in an organization is the ability to communicate effectively. Multifaceted leaders strive to create an organizational culture that will have a strong impact on their followers by striking a balance between developing and

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exploring the current situation (Wang et al., 2019). At the same time, multifaceted leaders positively influence employees' voluntary and extra-role contributions (Yavuz et al., 2024). In this context, effective communication skills of leaders are possible with a healthy communication network to be established in the organization. While building not only the present but also the future, multifaceted leaders motivate their followers by establishing an effective communication network within the organization and enable them to perform above expectations (Yu, 2010; Yıldırım, 2022). In this framework, the following hypothesis was developed:

H2: Multifaceted leadership positively affects intra-organizational communication.

A leader who encourages employees to share knowledge is expected to facilitate collective knowledge sharing by building trust in the organization. While dual-capability leadership increases employees' ability to think and act innovatively through releasing behaviors, constraining behaviors can limit this process. Therefore, leaders need to structure tasks and set goals so that employees can innovate by encouraging release behaviors (Kılıç & Erdem, 2018). Multifaceted leaders support knowledge sharing among employees and facilitate the flow of knowledge by using transformational and transactional leadership characteristics together. This increases individuals' access to knowledge within the organization and leads to the development of voice behaviors (Bass, 1991; Dubinsky et al., 1995; Savery, 1991). By encouraging knowledge sharing, multifaceted leaders enable employees to better understand organizational policies and accordingly support them to engage in voice behaviors in a safer environment (Amitay et al., 2005; Haider et al., 2023; Kremer et al., 2019; Lee et al., 2021; Politis, 2001). In this framework, the following hypothesis was developed:

H3: Multifaceted leadership positively affects knowledge sharing.

There is a strong relationship between the quality of organizational communication and employee voice behaviors. Employees' belief and trust in organizational communication processes can directly affect their voice behaviors (Edezaró, 2022; Sadia et al., 2016). Kim et al. (2025) stated that employees who have various networks within the organization and interact more frequently with their colleagues exhibit more voice behavior. A good intra-organizational communication network allows employees to express themselves and contribute to organizational decisions. Therefore, satisfaction with intra-organizational communication encourages voice behaviors and helps employees to make their voices heard (Ayan, 2023). In this framework, the following hypothesis was developed:

H4: Intra-Organizational communication positively affects employee voice.

Effective knowledge sharing plays a critical role for the development of employee voice behaviors. Employees understand organizational policies better through knowledge sharing and therefore have more trust in their organizations. Knowledge sharing creates an environment that supports employee voice behaviors and improves the quality of communication within the organization (Constantin & Baias, 2015; Fiedler et al., 2021). Kremer et al. (2019) and Lee et al. (2021) state that knowledge sharing has a positive relationship with employee voice. Kim et al.

(2025) found that employees with larger, more diverse networks and frequent interaction with colleagues were more likely to exhibit voice behavior. In this framework, the following hypothesis was developed:

H5: Knowledge sharing positively affects employee voice.

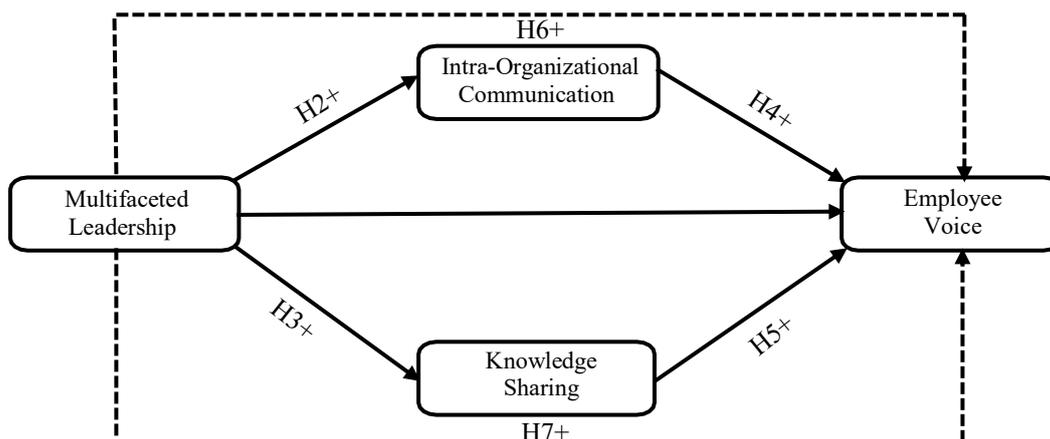
In the literature, there is no study on the role of multifaceted leadership in influencing intra-organizational communication and knowledge sharing regarding employee voice. However, leadership studies have found that characteristics of diverse leaders can influence the mediating role of intra-organizational communication and knowledge sharing. In this context, Men (2014) investigated the influence of intra-organizational communication and knowledge sharing on employee-organizational relationships in transformational leadership and found that these two variables play an important mediating role. Men (2012) investigated the impact of transformational leadership on organizational communication and employee performance and found that symmetrical organizational communication plays a mediating role. Therefore, the following hypothesis was proposed:

H6: Intra-organizational communication mediates the effect of multifaceted leadership on employee voice.

Ajmal et al. (2024) found that ambidextrous leadership is positively related to innovative work behavior and employee voice behavior mediates the relationship very well. Paksoy et al. (2019) found that transactional and transformational components of ambidextrous leadership play a mediating role in knowledge sharing. Haider et al. (2023) stated in their study that knowledge sharing mediates the relationship between multifaceted leadership and creativity. In Taheri and Irge's (2021) study, they found that knowledge sharing plays a mediating role in the influence of leadership styles on organizational citizenship behavior. The study also included transformational and transactional leadership models among leadership styles, which are considered as components of multifaceted leadership. From the results of the study, it was determined that information sharing plays a mediating role in both leadership models. This shows that the indirect influence of multifaceted leadership characteristics on organizational processes through information sharing is important. In this regard, the following hypothesis was put forward:

H7: Knowledge sharing mediates the effect of multifaceted leadership on employee voice.

Figure 1: Hypothesized model



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4. METHODOLOGY

This study, developed using a quantitative and cross-sectional methodological approach, utilized a survey method to explore the relationship between variables (Amin et al., 2023). In this context, the research model and hypotheses were created based on the literature. Through analyzing the relationships between the variables of multifaceted leadership, employee voice, information sharing and internal communication, the hypotheses were tested to develop appropriate recommendations that will contribute to the management and sustainable development of university administrative staff.

4.1. Data Collection and Sample

The research data were collected in May-June 2024. The population of the study consists of non-managerial administrative staff working at Bitlis Eren University in Turkey. Demidenko's (2007) procedure was applied to determine the smallest sample size for mediation analysis. The logistic regression command was selected for the G* Power analysis. A priori estimation method was used as the type of power analysis. A priori estimation is used for sample size estimation before data collection. If there is an effect between variables, a priori power analysis is appropriate to reveal it (Uttley, 2019). This approach provides confidence in detecting an effect that actually exists. As analysis parameters, the effect size was set as 0.10 (small-moderate level), the significance level was set as 0.05 (two-way), the power was set as 0.95 and the number of variables was set as 3. As a result of the analysis, it was determined that the minimum sample size required to determine the effect size specified with 95% confidence level and 95% statistical power was 132 (critical t value=1.979, df = 128). The research population consists of 251 individuals. The sample was selected from this group through simple random sampling. The survey data of 197 employees were evaluated. The sample size of 197 participants was sufficient with a 95% reliability level for studies using quantitative methods in social sciences (Gürbüz & Şahin, 2016, p. 132). 197 non-managerial administrative staff who participated, 31% (61 individuals) were female, and 69% (136 individuals) were male. Regarding age distribution, 42.6% (84 individuals) were between the ages of 25 and 35, 51.8% (102 individuals) were between 36 and 49, and 5.6% (11 individuals) were between 50 and 65. In terms of educational background, 5.1% (10 individuals) had a high school diploma, 15.7% (31 individuals) had an associate degree, 59.9% (118 individuals) had a bachelor's degree, 17.3% (34 individuals) had a master's degree, and 2% (4 individuals) held a PhD degree.

4.2. Scales Used in The Research

The research data were obtained through surveys. The first section of the survey, comprising three items, aims to measure demographic characteristics. The other sections include scales for multifaceted leadership, employee voice, intra-organizational communication, and knowledge sharing. These scales were adapted from previously validated and reliable Turkish-language instruments. The Likert-type scales used in the study include cross-sectional responses and are ranging from 1 (Strongly disagree) to 5 (Strongly agree).

Multifaceted Leadership Scale: To measure participants' multifaceted leadership orientations in the survey form, the Multifaceted Leadership Orientations Scale developed by Dursun et al. (2019) was preferred. The "Multifaceted Leadership Orientations Scale" consists of 19 items and the Cronbach's Alpha (α) value is 0.85.

Employee Voice: In order to measure the participants' vocalization behavior, the measurement tool from Çetin and Çakmakçı's (2012) study was used. The scale has 6 statements and a unidimensional structure and Cronbach's Alpha (α) value is 0.87.

Intra-Organizational Communication Scale: The measurement tool from Gürgen's (1997) research will be used to assess how participants perceive and evaluate intra-organizational communication. The scale consists of 10 statements and has a unidimensional structure. The Cronbach's Alpha (α) value of the intra-organizational communication scale is 0.97.

Knowledge Sharing Scale: In order to measure the participants' perceptions of knowledge sharing in their organizations, the 3-point scale in Kızıltoprak (2019) research was used. In the related study, Cronbach's Alpha (α) value is 0.78.

4.3. Statistical Methods Used in The Research

Data were analyzed using IBM SPSS, PROCESS Macro and Amos software packages. Reliability analysis, confirmatory factor analysis and correlation analysis were conducted in this context. PROCESS Macro, an SPSS plug-in, was used for hypothesis testing. PROCESS Macro facilitates the estimation of complex models such as mediation, moderation, and moderated mediation (Hayes, 2012).

Prior to the main analyses, the suitability of the data in terms of general conditions was assessed. According to the general consensus in the social sciences, applying confirmatory factor analysis (CFA) to scales whose validity and reliability have been tested in previous studies is considered sufficient (Gürbüz & Şahin, 2018, p. 318). As the measurement instruments used in this study had previously been subjected to exploratory factor analysis (EFA), no further exploratory factor analysis was conducted; Only confirmatory factor analysis was conducted in this study (see Erkal, 2020, p. 113).

The normality of the data was assessed using kurtosis, standard deviation and skewness, as the values of kurtosis, standard deviation and skewness were $> \pm 1.5$ and kurtosis was $> \pm 3$. Thus, the data fit the normality model (Ahmed et al., 2021).

5. FINDINGS

5.1. Measurement Model Confirmatory Factor Analysis and Model Adaptation Analysis

The steps of hypothesis testing and analysis used by Ullman & Bentler (2003) were applied to the data. In this context, confirmatory factor analysis (CFA) with structural equation modelling (SEM) was applied to test the conceptual and structural model (Anderson & Gerbing, 1988). Confirmatory factor analysis serves as an extension of exploratory factor analysis. While EFA provides the information needed to formulate hypotheses, CFA assesses the adequacy of the relationships between the factors being identified, the levels of interdependence between the factors, and the sufficiency of these factors to explain the existing model (Shumaker & Lomax, 2010, p. 164).

A measurement model was created for these relevant variables. The relationship between the measurement model and the variable and its elements is considered. First of all, the model is defined by the method of confirmatory methodology. At this stage, the model can be estimated, evaluated and even modified. The purpose of this is to test the model, test hypotheses about the model, modify an existing model or test a set of related models. Nevertheless, model fit was taken into account when analyzing the study. In this regard, the CFA analysis of the measurement model

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shown in Table 1 using the AMOS 24 Programme; Acceptable fit values after making the modifications recommended by the model (Hair et al., 2021) CMIN = 1083.506; df=615: $\chi^2/df=1.762$; RMSEA=0.062; NFI=0.845; TLI=0.920; CFI=0.926 was obtained.

Once acceptable measurement model fit values were found, convergent and divergent validity values were tested to determine the reliability of the model. According to the method proposed by Fornell & Larcker (1981), the average variance of explanation (AVE) should be ≥ 0.50 and the combined reliability value (CR) should be ≥ 0.70 to ensure scale consistency. Table 1 shows that the scales provide strong convergent validity. The final measurement model resulting from the changes was found to have acceptable factor loadings. The standardized regression coefficients based on the Amos results are shown in Table 1.

Table 1: Confirmatory factor analysis of the measurement model

Scale	Item	λ	CA	CR	AVE	Scale	Item	λ	CA	CR	AVE
Multifaceted Leadership	ML1	0.74	0.98	0.98	0.68	Employee Voice	EV1	0.65	0.91	0.91	0.62
	ML2	0.79					EV2	0.72			
	ML3	0.80					EV3	0.80			
	ML4	0.86					EV4	0.87			
	ML5	0.73					EV5	0.80			
	ML6	0.83					EV6	0.85			
	ML7	0.86				Knowledge Sharing	KS1	0.62	0.74	0.77	0.54
	ML8	0.87					KS2	0.94			
	ML9	0.83					KS3	0.58			
	ML10	0.84				Intra-Organizational Communication	IOC1	0.61	0.92	0.92	0.55
	ML11	0.85					IOC 2	0.77			
	ML12	0.89					IOC 3	0.78			
	ML13	0.81					IOC 5	0.74			
	ML14	0.88					IOC 6	0.87			
	ML15	0.89					IOC 7	0.74			
	ML16	0.81					IOC 8	0.76			
	ML17	0.86					IOC 9	0.64			
	ML18	0.74					IOC 10	0.73			
	ML19	0.77									

Notes: λ : Factor Loading, CA: Cronbach's α , AVE: Average Variances Extracted, CR: Composite Reliability

It is seen that the factor loadings presented in Table 1 have acceptable values. Multifaceted leadership is loaded with strong factors ranging from 0.74 to 0.89. Employee voice is loaded with strong factors between 0.65 and 0.87. When knowledge sharing is analyzed, it is seen that it is loaded with strong factors between 0.58 and 0.94. It is seen that intra-organizational communication is loaded with strong factors between 0.61 and 0.87.

Table 2: Descriptive Statistics and Correlation

	SD	Mean	1	2	3	4
(1) ML	0.099	3.41	$\sqrt{=0.87}$			
(2) EV	0.065	3.92	0.343**	$\sqrt{=0.86}$		
(3) IOC	0.113	3.13	0.702**	0.461***	$\sqrt{=0.91}$	
(4) KS	0.079	3.77	0.349**	0.338***	0.409**	$\sqrt{=0.89}$

Notes: ** $p < 0.01$, ML: Multifaceted Leadership, EV: Employee Voice, IOC: Intra-Organizational Communication, KS: Knowledge Sharing, $\sqrt{}$: The square root of AVE

5.2. Hypothesis Testing

Process Macro developed by A.F. Hayes was used to test the research hypotheses. The reason for choosing this program is that it provides the opportunity to look at the direct and indirect effects of all independent variables on the dependent variable at the same time (Hayes, 2012). Bootstrap intervals (Bootstrap intervals LLCI and ULCI) can generate numbers in indirect effects. The significance analysis in the Process calculates the effects at 95% confidence interval (CI) and over 5000 bootstraps as long as the proportions are not changed. The hypothesized relationships are then considered significant unless the difference between the LLCI (lower bound) and ULCI (upper bound) values of the CI is 0 (zero). In other words, the fact that the values between LLCI and ULCI are different from zero indicates that the hypothesized paths between variables are significant (Hayes & Scharkow, 2013). The findings regarding the significance effect of the independent variable multifaceted leadership on the mediating variables and the dependent variable are given in Table 3.

Table 3: Parallel Mediation Model of ML on IOC/KS

	R ²	β	SE	t	P	LLCI	ULCI
ML→EV	0.107	0.327	0.052	4.828	0.000	0.149	0.354
ML→IOC	0.441	0.664	0.052	12.402	0.000	0.547	0.755
ML→KS	0.191	0.437	0.050	6.780	0.000	0.242	0.441
ML→IOC→EV		0.366	0.068	4.214	0.000	0.153	0.422
ML→KS→EV	0.223	0.173	0.071	2.395	0.018	0.030	0.310
ML→IOC→KS→EV		0.009	0.067	0.098	0.922	-0.126	0.139

Notes: ML: Multifaceted Leadership, EV: Employee Voice, IOC: Intra-Organizational Communication, KS: Knowledge Sharing

As shown in Table 3, multifaceted leadership has a positive and significant effect on employee voice ($\beta = 0.327$; $p < 0.001$), intra-organizational communication ($\beta = 0.664$; $p < 0.001$) and knowledge sharing ($\beta = 0.437$; $p < 0.001$). Based on this result, H1, H2 and H3 are accepted.

However, when the variables of intra-organizational communication and knowledge sharing are included in the model, the effect of multifaceted leadership on employee voice becomes insignificant ($\beta = 0.009$; $p > 0.05$). The extent to which a particular variable can explain the relationship between other variables determines its function as a mediator. However, according to Hayes, indirect effects should be examined in order to decide on the mediating effect. When the effects of mediating variables on the dependent variable in the model are investigated; it is seen that intra-organizational communication has a positive and significant effect on employee voice ($\beta = 0.366$; $p < 0.001$) and knowledge sharing ($\beta = 0.173$; $p < 0.001$). H4 and H5 are accepted in this context.

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According to Hayes (2012), indirect and total effects should be examined to determine if there is a mediating effect. In this context, the indirect and overall effects of intra-organizational communication and knowledge sharing are summarized in Table 4.

Table 4: Parallel Mediation Tests of IOC and KS in ML and EV

	β	Boot SE	Boot LLCI	Boot ULCI
Aggregate Effect	0.327	0.052	0.149	0.354
Total Direct Effect	0.009	0.067	-0.126	0.139
Total Indirect Effect	0.318	0.070	0.189	0.465
ML→IOC→EV	0.243	0.067	0.118	0.378
	β	Boot SE	Boot LLCI	Boot ULCI
ML→KS→EV	0.075	0.041	0.000	0.160
Contrasting Indirect Effects (1-2)	0.167	0.086	0.001	0.334

Notes: **ML:** Multifaceted Leadership, **EV:** Employee Voice, **IOC:** Intra-Organizational Communication, **KS:** Knowledge Sharing

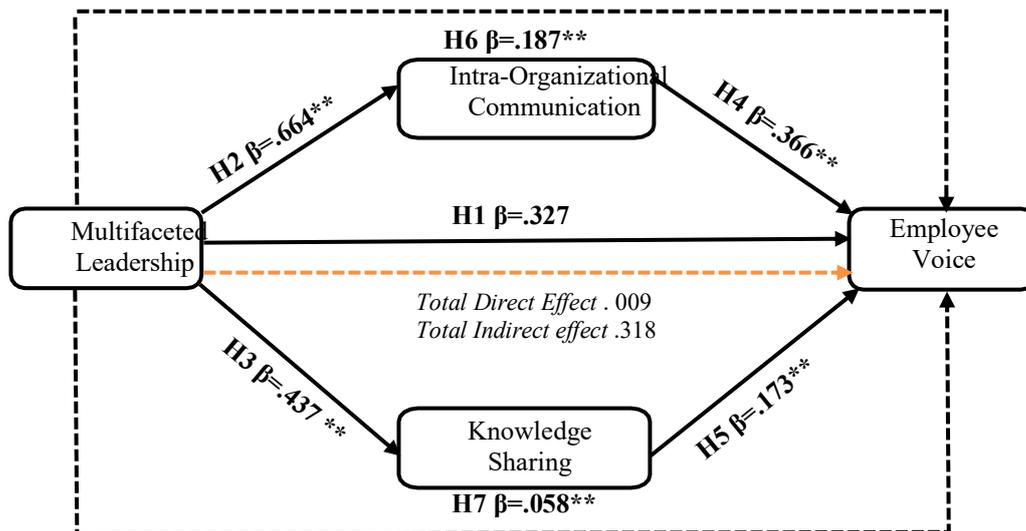
In addition to significance analyses, direct and total effects were examined. After determining the significance and strength of the effect of direct effects, a parallel multiple mediator model analysis was applied to test the mediating role of two mediating variables (intra-organizational communication and knowledge sharing) in the effect of the independent variable (multifaceted leadership) on the dependent variable (employee voice). Table 4 shows the direct ($b=0.009$; $p>0.05$) and overall ($b=0.327$; $p<0.01$) effects of multifaceted leadership on employee voice. When the variables of intra-organizational communication and knowledge sharing, which are mediating variables, are added to the relationship between the dependent and independent variables, it can be seen that the paths associated with these variables become insignificant ($\beta=0.009$; $p>0.05$). This shows that there is a full mediation effect. In fact, Baron and Kenny (1986, p.1176) stated that the disappearance of the significance of the path coefficient between the independent and dependent variable when mediating variables are included in the model is full mediation.

The indirect influence of intra-organizational communication ($\beta = 0.243$) and the indirect influence of knowledge sharing ($\beta = 0.075$) are statistically significant because the bootstrap results do not contain zero (0). Of the total indirect influence of multifaceted leadership on employee voice ($\beta = 0.318$) 0.243 of it can be explained by intra-organizational communication and 0.075 of it can be explained by knowledge sharing. The direct effect of multifaceted leadership on employee voice is 0.009 ($p>0.05$) (Table 4). These results show that intra-organizational communication and knowledge sharing have full mediating influence. In line with these findings, H6 which is formulated as “Intra-organizational communication has a mediating influence on the influence of multifaceted leadership on employee voice” and H7 which is formulated as “Knowledge sharing has a mediating influence on the influence of multifaceted leadership on employee voice” are accepted.

Figure 2 summarizes the findings regarding the indirect effects of intra-organizational communication and knowledge sharing as parallel mediating variables in the relationship between multifaceted leadership and employee voice. Positive and significant effects of multifaceted leadership on knowledge sharing ($\beta=0.437$; $p<0.01$) and organizational communication ($\beta=0.664$;

$p < 0.01$) were also found. Moreover, the effects of knowledge sharing ($b = 0.173$; $p < 0.01$) and intra-organizational communication ($b = 0.366$; $p < 0.01$) on employee voice are positive and significant.

Figure 2: Parallel Mediation Model of IOC and KS in ML and EV



Notes: ML: Multifaceted Leadership, EV: Employee Voice, IOC: Intra-Organizational Communication, KS: Knowledge Sharing

6. DISCUSSION

This study examined the effects of intra-organizational communication and knowledge sharing on the impact of multifaceted leadership on employee voice. It was observed that multifaceted leadership has a positive and significant effect on employee voice. According to this finding, it can be said that multi-faceted leadership enhances employee voice. In a study conducted by Wang et al. (2019) the literature states that if multifaceted leaders provide employees with an environment where they can demonstrate their voice comfortably and without fear due to the characteristics they possess, voice behavior will increase. Bayrakdaroglu et al. (2022) state that multifaceted leadership has an effect on employees' emotion regulation. This indicates that multifaceted leadership affects employees' voice behavior. Previous studies support this finding (Tischler et al., 2016; Withey & Cooper, 1989).

The analysis revealed that multifaceted leadership has a positive impact on intra-organizational communication. A component of multifaceted leadership, transformational leaders prioritize open communication, empathy, and support, creating an environment where employees feel valued and empowered to contribute their best efforts (Abdul-Azeez et al., 2024). In previous studies, researchers such as Mutlu et al. (2019) and Yilmaz (2007) also concluded that multifaceted leadership enhances communication within organizations. According to Schultz & Hernes (2013), the strategies and goals that a multifaceted leader will apply to their followers for organizational success are the most important factors in organizational culture and communication. According to Gürgen (1997), in intra-organizational communication messages, who delivers the message is as important as what the message contains. A message from someone who is specialized and respected carries more credibility than a message from someone who is mediocre and not respected. When intra-organizational communication is established by a

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respected and well-equipped multifaceted leader, the intra-organizational communication model becomes more valuable. In this context, Bass's (1985) assertion that a multifaceted leader serves as a role model for their followers through both words and behavior takes on special significance.

In the study, knowledge sharing was examined following intra-organizational communication. It was concluded that multifaceted leadership has a positive and significant impact on knowledge sharing. According to this research finding, multifaceted leadership increases knowledge sharing. According to Selep & Cetin (2003), employees believe that their value will decrease as a result of sharing knowledge. Consequently, since a multifaceted leader is one who respects knowledge, supports sharing through their actions and reasoning, and ensures the security of their followers, he/she will facilitate the development of knowledge sharing (Bolinger & Smith, 2001). Haider et al. (2023) found that ambidextrous leadership has a positive effect on employees' knowledge sharing behavior. Researchers such as Bass (1991), Gelard et al. (2014), Kim et al. (2025) and Savery (1991) concluded that multifaceted leadership increases knowledge sharing.

Finally, the mediating role of intra-organizational communication and knowledge sharing in the influence of multifaceted leadership on employee voice was examined. The analysis identified a full mediating role of intra-organizational communication and knowledge sharing in the influence of multifaceted leadership on employee voice. The research revealed that multifaceted leadership has a positive and significant impact on employee voice, intra-organizational communication, and knowledge sharing individually. However, when intra-organizational communication and knowledge sharing variables are included in the model, the influence of multifaceted leadership on employee voice becomes insignificant. The reason for this situation is that intra-organizational communication and knowledge sharing are full mediators. The disappearance of significance due to the high coefficient is attributed to the complete mediating effect of the mediating variables (Baron & Kenny, 1986, p. 1176). As a result of this situation, it can be said that as followers' perception of multifaceted leadership increases, employee voice will increase, and as a result of increased perception of multifaceted leadership, knowledge sharing, and intra-organizational communication, employee voice will increase. In similar studies conducted in the literature, the fact that there are studies that identify the mediating role of intra-organizational communication (Jiony et al., 2015; Richardsen et al., 2006) and knowledge sharing (Akram et al., 2020; Erdem, 2021; Haider et al., 2023) in the impact of leadership with multifaceted leadership characteristics on organizational outcomes supports the research findings.

7. CONCLUSION

This research aims to expand our current knowledge about the dynamics of relationships between the variable of multifaceted leadership, employee voice, intra-organizational communication, and knowledge sharing. The research findings indicate that if leaders provide an environment of trust and support to their followers through a healthy communication network in organizations, followers will be inclined to share knowledge and express their opinions for the benefit of the organization. Since the variable of multifaceted leadership has been studied in a limited number of research studies in the literature, this study has allowed us to deepen our understanding of how this variable may be related to many variables in organizational behavior discipline.

However, the main purpose of this study, and thus its greatest contribution, was confirming the mediating role of intra-organizational communication and knowledge sharing in the relationship between multifaceted leadership and employee voice. Our results confirm that communication channels and knowledge sharing within the organization are important for employees to engage in voice behavior in their workplaces and work roles, leading to higher levels of engagement. This study noted that particularly multifaceted leadership behavior in intra-organizational communication has a greater impact on employee voice. In other words, it is important for employees to have the opportunity to openly express their thoughts during the interactions and relationships that take place in the work environment.

8. FUTURE PERSPECTIVES and RESEARCH LIMITATIONS

Multifaceted leadership emerges as a leadership style that should be preferred in contemporary organizations. This is because multifaceted leaders possess characteristics such as encouraging individual interest and development, ensuring an atmosphere of trust, utilizing vertical communication instead of strict hierarchy, and enhancing organizational communication. Additionally, it also encompasses positive leadership characteristics such as providing freedom, encouraging the expression of ideas, supporting discoveries, taking responsibility for problems, inspiring admiration, and believing in shared goals. In this context, organizational leaders should be open to their employees in terms of communication and knowledge sharing.

As with every study, this research has certain limitations:

Firstly, we cannot examine causal relationships since we use cross-sectional data. Organizations can change and evolve over time. In this regard, future research should adopt a longitudinal perspective to study causal and dynamic relationships. Furthermore, future research could identify and examine the mediating influence of other variables such as organizational culture, work meaningfulness, overqualification, and strategic silence in relation to organizational practices and employee voice. This will ultimately result in employees feeling psychologically confident and, consequently, improve their voice behavior at work. Moreover, studying the moderating effect of the mediating variables used in the research could expand the relationship between multifaceted leadership and employee voice.

On the other hand, the study has a limitation in terms of sampling. Since the research is limited to administrative staff at a public university in Turkey, the obtained results may differ in terms of other institutions or organizations. Consequently, this situation limits the generalizability of the results for all university employees. It is also a limitation since the sample represents a public university and the participants are administrative staff. If future research is conducted in different sectors, differences that may be caused by the relationship or influence of variables can be tested. Another limitation of the research relates to the time period during which the data was collected. The data was collected in March 2024. There is a possibility that data obtained in different time periods may not yield the same results. Finally, the data is limited to participants' personal views.

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