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Examining the Impact of Transformational Leadership in the Development of Organizational Voice "An Analysis of the Mediating Impact of Information and Communication Technology"

Abstract

The existence of organizations that give importance to the role of the thoughts and ideas of individual members and allow the employees to express new opinions and ideas in accordance with the new developments of the information age; leaders are needed to be the pioneers of this important thing. The present study has been conducted with the objective of examining the influence of revolutionary leadership on the emergence of organizational voice with an investigation of the impact of information and communication technology. The research method is descriptive of the correlation type, to evaluate the data; the statistical methods of correlation, multiple regression and mediation of structural equations were used. The findings explained that transformational leadership has an important effect on both variables (organizational voice, information technology). Despite the truth that the coefficient of influence of two dimensions of motivation and social support is positive and more than other



dimensions, also the level of influence of transformative leadership with the medium of negative information technology (-0.20) was obtained.

Keywords: Revolutionary Leadership, Organizational Voic, Information and Communication Technology

Örgütsel Sesin Gelişiminde Dönüşümcü Liderliğin Etkisinin İncelenmesi "Bilgi ve İletişim Teknolojisinin Aracılık Etkisi Üzerine Bir Analiz"

Öz

Bireysel üyelerin düşünce ve fikirlerinin rolüne önem veren ve bilgi çağının yeni gelişmelerine uygun olarak çalışanların yeni görüş ve fikirlerini ifade etmelerine olanak sağlayan örgütlerin varlığı; bu önemli şeyin öncüsü olacak liderlere ihtiyaç duyulmaktadır. Bu çalışma, devrimci liderliğin örgütsel sesin ortaya çıkmasındaki etkisini, bilgi ve iletişim teknolojisinin etkisini araştırarak incelemek amacıyla yapılmıştır. Araştırma yöntemi korelasyon türünde betimseldir; verileri değerlendirmek için; korelasyon, çoklu regresyon ve yapısal eşitliklerin aracılık istatistiksel yöntemleri kullanılmıştır. Bulgular, dönüşümcü liderliğin her iki değişken (örgütsel ses, bilgi teknolojisi) üzerinde önemli bir etkiye sahip olduğunu açıklamıştır. Motivasyon ve sosyal destek boyutlarının etki katsayısının pozitif ve diğer boyutlardan daha fazla olduğu gerçeğine rağmen, dönüştürücü liderliğin negatif bilgi teknolojisi (-0.20) ortamıyla etki düzeyi de elde edilmiştir.

Anahtar Kelimeler: Devrimci Liderlik, Örgütsel Ses, Bilgi ve İletişim Teknolojisi

Introduction

Today's organizations have to move in a turbulent environment, with uncertainty and unpredictability resulting from technological, social, political and economic changes. In such a dynamic and changing environment, it is necessary to continuously adapt to the conditions and move according to the environmental changes (Cossin and Caballero, 2013). The subject of leadership and its impact on organizational efficiency and effectiveness has been a longstanding matter and various opinions have been presented about it (Salehi et al., 2012). However, the study of the effects of modern theorists in the field of management reveals that majority of them have the same opinion on the fact that the appropriate leadership method requires the position and the position corresponding to it, that the same attitude is necessary. In recent years, the strategies of creating participation and expression of opinion and expressing the opinions of employees have been considered as a promotion strategy for the commercial competitiveness of the organization and resource management. To leverage the viewpoints and ideas of the employees, it is necessary to provide the appropriate platform and necessary infrastructure for the employees.

In this context, the strategy of the organization should be expanded on the employment needs of individuals, organizational behavior, the compilation and updating of the rules and regulations of the organization, the participation system and other factors, so that the satisfaction of the employees in participating with the organization (Bagheri, 2002). Most of the experts consider individual, organizational and social factors to be effective in the expression of employees' opinions and their participation, and these factors should be observed and studied to identify the effective parameters and provide appropriate strategies. The creation of constructive opinions of employees was explained. According to their job position and organizational position, employees may have constructive ideas and opinions to improve the system's performance (Dustar & Esmailzadeh, 2013) from the side of the speedy expansion of information technology, employees, customers, interaction it has helped miners and business partners in fulfilling their business duties.

Furthermore, collaborative efforts across different functions have played a crucial role in the development of products, research, distribution, and customer service (Taqwa et al., 2013). The way employees express their opinions has also been affected. Several studies have been done on the variables influencing the expression of employees' opinions and views (organizational voice). An evaluation of the theoretical foundations and background of the researches carried out on the relationship of organizational voice with variables such as organizational justice (Takeuchi et al., 2012); Leadership (Detert and Burris, 2007). Organizational navigation (Cox Edmondson, 2006) Organizational citizenship behavior (Dyne et al., 2003). Multiple leadership superficial (Detert, 2007). Also, the connection between variables and transformational leadership such as social capital (Rezaeemanesh, et al., 2012).

1. The Theoretical Basis of the Research

Leadership is a key tool for 21st century organizations (Zame, Hope and Respers, 2008). Studies have shown that if people in a leadership position have specific leadership qualities, they work better. Leadership is an ethical behavior and "Presenting yourself." It is for a common reason and a higher calling. For an organization to be effective, it is essential to formally recognize the talent of its employees, use it and develop it, leaders can play an significant role in helping employees to achieve to play with their abilities (Liden, et al., 2008). Among the new theories, transformational leadership is one of the leadership methods that have been studied in various ways (<http://tinyurl.com/yrb6m68>). Based on the revolutionary leadership model, the ideal penetration (behavior and attitude) of intellectual motivation, motivation and individual considerations is achieved (Mavrinac, 2005). According to the mentioned dimensions and definitions of the revolutionary leader, it can be summarized that the

revolutionary leaders were able to craft a new pathway of development and success with new ideas and visions put it on the organization and create commitment and enthusiasm among the managers and employees, Wafer worked for the employees of the organization to create fundamental changes and transformation in the organization's pillars and foundations to gain the essential skills and abilities to move on a new path and conquer higher peaks.

Considering this general conclusion; what stands out about this new leadership style more than other leadership styles is the attention to the employees and their tendencies, the attention to their opinions and views on organizational matters, in other words, the organizational voice of the employees. People in the organization often have ideas, opinions and information to provide constructive ways to improve their work and organization. These functions express a concept called organizational voice. Some people present these ideas and some others keep their ideas, opinions and information silent.

Expressing ideas (organizational voice) or refraining from presenting them (organizational silence) may be seen as two contradictory activities in terms of behavior, because silence requires not speaking, while voice requires expressing issues (Aktan, 2012). Milliken, Morrison and Hewlin, (2003) also consider organizational silence as a social fact in which workers decline to state their views and concerns about the problems in the organizations (Aktan, 2012). It is pleasant for the employees in the organization, why? Commenting on important issues, concerns, opportunities and possibilities in the organization can reduce the dissatisfaction and stress of the employees. Employees that are incapable of expressing their thoughts, opinions and information and remain silent often suffer from stress, anxiety, dissatisfaction and depression, and eventually their interest and commitment to work decreases and these factors cause them to leave (<http://tinyurl.com/2nc3jpjr>).

Table 1. Factors and components affecting organizational voice (Eisenberg and Goodall, 2001)

Dimensions	Definition	Components	Definition
Individual Factors	The inner essence of individuals, thoughts and capabilities institutionalized in their existence is the	Experience	Work experience is important for constructive ideas and opinions. which originates from the working knowledge and skills of the employees.

	<p>source of the ability to express opinions.</p>	<p>Level of Knowledge</p>	<p>The ability of employees to express their ideas depends on their level of information and knowledge, which increases with the improvement of the scientific level of individuals.</p>
		<p>Self Confidence</p>	<p>Relying on yourself at the time of judging and giving opinions</p>
		<p>Economic Situation</p>	<p>In the economic crisis, the risk-taking of employees is reduced and they refrain from expressing their opinions.</p>
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Organizational Factors</p>	<p>The strategy of the organizations has a great role in the expansion of the organizational voice, which can be achieved with the</p>	<p>Organizational Acceptance</p>	<p>An organization that has a structure that accepts employees' opinions, opinions are easily expressed and a multi-vocal community is formed in the organization.</p>
	<p>appropriate framework for expressing the views and ideas of the employees.</p>	<p>Levels of Organization</p>	<p>The aim of the hierarchical structure of the organization is that with its increase, the relationship of people with the upper management level decreases and the tendency of people to express their opinions and ideas, due to the concern of lack of The implementation of their views will decrease</p>
		<p>Organizational Culture</p>	<p>Culture including rules and internal communication and how to express opinions and ideas and free participation of employees in various matters.</p>

Social Factors		Evaluation system	The purpose of the organization is to value the constructive opinions of the employees and the necessary policies to encourage and support their opinions.
	Human behavior and performance arise from the social structure of the society. Many behaviors are the result of direct/indirect influence of social factors.	Cultural Structure	Respect for the opinions of others and the culture of society; In societies where the acceptance of ideas and partial thoughts is one of the examples of social values, people's desire to express their opinion will increase.
		Group activities and team spirit	The spirit of high group participation increases people's desire to express their opinions and participate.

According to Passmore and Fillery-Travis, 2011), the voice of employees includes talking about problems with supervisors, presenting ideas and suggestions to human resources units, expressing ideas for changing a work policy or consulting with associations or organizational specialists (Passmore and Fillery-Travis, 2011). The influential factors in creating the organizational voice of the employees were divided into three categories: individual, organizational and social. In minor studies, in each of these three categories, the following effective criteria have also been identified. Because of the significance of the voice system in the organization, in site of the truth that when the non-obvious agreement manifests criticism and violence, negative feelings about the relations and decision-making of employees can have positive and pleasant results. The organization will reduce to a certain extent, so the opportunities for the organizational voice in the effective aspects of the employees themselves will not be created.

For some employees, it is not enough to just talk, but they should be sure that practical and solution-making measures will answer their complaints and their criticisms will be investigated

(Harlos, 2001). Despite the importance of voice in organizations, employees in the organization are often afraid of revenge and rebuke, they do not have the bravery to convey their opposing opinions in front of the organization's leadership (Milliken and Morrison and Hewlin, 2003). However, employees often share their dissatisfaction with those who cannot implement the necessary changes (Cox Edmondson, 2006). Armstrong (2006) states that employees have four specific goals:

1. Expressing your dissatisfaction with the management or organization.
2. Showing collective solidarity with colleagues to the management.
3. Participation in managers' decision-making.
4. Maintaining mutual relations between the employees and the employer (Dustar & Esmailzadeh, 2013). The recognition of these goals has helped to know the concept of voice more fully and provides a time on which more comprehensive studies and researches can be done on this concept.

2. Leadership and Organizational Voice

To understand the importance of how the leader of an organization or a work group can influence the voice of the organization, we need to know what the duties of a leader are. In spite of numerous experimental research that have been done in the field of organizational leadership and leaders are considered as powerful persons at the head of the organization.

Hence, the application of this leadership style by leaders in various organizational contexts, aiming to accomplish the organization's objectives, stands as a fundamental topic within the realm of behavioral science in leadership (<http://tinyurl.com/44sppdfy>). In such a way that his selection style will be effective in identifying and correctly identifying all the factors present in the situation and also in identifying the intervening factors that affect the organization (Arzhang et al., 2010). One of the influential factors at this time is the emergence of organizational voice, or in other words, the free expression of opinions by employees. The presence of voice in the organization requires the support and positive direction of the leaders in relation to the opinions of the employees (<http://tinyurl.com/2nc3jpjr>). The first belief is that employees have personal interests. They are not reliable, so you cannot trust their thoughts and opinions. The second implicit belief is that the management has the most information about the most important organizational issues, so the task of the management group is to manage and order. Giving is not paying attention to the expression of scattered, unimportant and third-party opinions. Implicit is a state in which consensus and consensus is a sign of the organization's health, and in the meantime, disagreement and opposition should be avoided (<http://tinyurl.com/y5xct3pk>). The analysis of these three factors shows the importance of the organization's leadership in the

emergence of the organizational voice or the silent organizational atmosphere, as well as Detert and Burrell (2007) in a research titled the behavior of leaders and the voice of employees, the relationship between the two types of to change the circuit (transformational and open authoritarian leadership) and they examined the voice of the employees, which showed the relationship between authoritarian leadership and the voice of the employees, as well as the importance of leaders in expressing the opinion of the employees and the strong influence of the leader's behavior on the voice behavior of the employees.

Milliken, Morrison and Hewlin (2003) in their research on the causes of organizational silence and the inability of employees in vertical organizational communication consider the task of the leader in the emergence and non-emergence of the organizational voice to be important and prominent. Zehir and Erdoğan (2011) also consider charismatic leadership as a significant factor in order to reduce organizational silence and encourage employees to raise their voice in the organization.

3. Organizational Information and Voice Technology

Information and communication technology (ICT) is what moves organizations forward with the speed and harmony of the society towards the goals and is a division of the lifeline of organizations and organized life. Information technology represents a comprehensive integration of technical, pragmatic, and business elements, presented as a solution tailored exclusively to the specific business requirements of each organization.

The ICT solution helps operators and service providers, provide new and stronger services, and provide more value and credibility to customers than traditional communication services (<http://tinyurl.com/6d7ncbrz>). It was information technology in the organization in the 1950s. The rapid evolution that occurred in this field required a change in the organizational approach in order to coordinate with these changes (Yuen, Law and Wong, 2003). Yuen, Lau and Wong (2003) identified three important purposes of using information systems in organizations, which include:

1. Improvement of business productivity by means of automatic information processing.
2. To develop the management's effectiveness by satisfying information needs.
3. To develop the effective competition on the business strategy, competition in the global arena and rapid technological developments have caused that in today's organizations, in addition to paying attention to human power as the main factor of production and in any case, information and communication technology should be considered as a complement to this importance.

What provides the time to pay attention to these two is paying attention to the demands of the human force and applying their ideas and capabilities in accordance with personal needs and in line with organizational goals.

One of the important variables in the field of organizational voice and the expression of opinion by employees that has been expressed in the past ten years is the structure and hierarchy of the organization, which can be a facilitator by preventing the emergence of organizational voice.

Meanwhile the information and communication technology of the organization reduces the costs and reduces the conditions of uncertainty; the organization's management can have more and better control over the organization. Considering this importance, it can be concluded that ICT in the organization can foster cooperation in group work to achieve better results, and as a result, remove or flatten the administrative hierarchical structure (Agboola, 2013). Therefore, with regard to organizational and leadership effectiveness components such as creativity, human relations, decision-making, participation, evaluation and communication, and from the side of the quick advancement of information and communication technology in decades. In the past, it seems that information and communication technology in the modern era Many areas, including the dimensions of people's effectiveness, have had a negative impact, and it seems that there is an urgent need to investigate the impact of information and communication technology on the effectiveness of an organization's audio system. In line with this conclusion; The importance of consensus in today's world due to the significant progress that have happened in the field of knowledge and information and also the important achievements that have occurred due to the consensus of the human species everywhere on this earth, organizations it is significant to consider to this the point of view of all employees of the organization; From the leaders of the organization to the individual employees, it can be a catalyst for progress and intellectual growth and collective productivity. On the one hand, the existence of organizations with a hard bureaucratic structure and soft¹ bureaucracy in recent decades in our society has made it difficult to pay attention to the employees' point of view and implement their opinions, and the time of communication between the employees and the for the organization, it is a big challenge in organizations, despite the existence of information technology and communications and the emergence of mass media (in particular, telephone, mobile, television, electronic mail, etc.). This way, these communications are formed at different levels of the organization and between the leader and the employees, both publicly

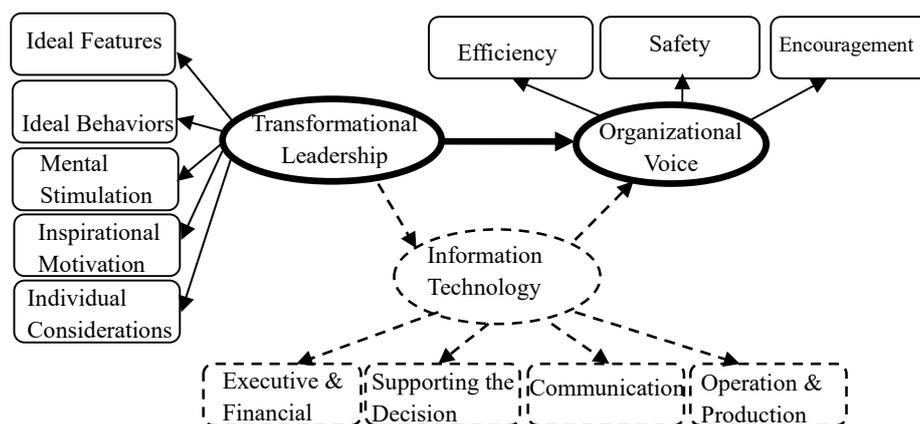
¹ Soft Bureaucracy

and secretly, and the voices of the employees are more easily heard by the leaders of the organization through this new communication channel. Based on this, the core problem of the present study is to what degree the above-mentioned claim is applicable in organizations, and basically, to what extent transformative leadership as a new method and application of leadership in the organization How much does the organizational voice affect the channel of information technology? Does the voice of the organization encourage and facilitate the employees?

4. The Conceptual Framework of the Research

What was assumed in this research was that transformational leadership directly affects the organizational voice of employees through information and communication technology. In this context, to measure the variable of revolutionary leadership, five components of ideal characteristics; ideal behaviors, mental stimulation, motivation and individual considerations were taken into account. In order to measure organizational voice, three components of encouragement, safety and efficiency were considered, and finally, in order to measure organizational information technology, four components of decision support were considered; communications; Executive and financial affairs; Production and operations were considered and the theoretical structure of the research (Figure 1) was drawn based on them.

Figure 1. The theoretical structure of the research
Transformational Leadership



5. Goals and Assumptions

The major objective of this study is to examine the level of influence of revolutionary leadership in the development of organizational voice through the task of information technology in the direction of this goal, three hypotheses were proposed:

1. There exists a correlation between transformational leadership and the expression of opinions within an organization and information technology.
2. Revolutionary leadership has an impact on organizational voice and information technology.
3. Transformational leadership directly affects the organizational voice through information and communication technology.

6. Research Method

The current research was a part of descriptive correlation type research in terms of its purpose, including applied research, and in terms of variable control. Considering the topic and research design, the statistical population of the research included all the employees of the government organizations of Sanandaj city (administrative site). Using the simple random sampling method, 210 employees were selected as a statistical sample. The instrument used for data collection is Bass and Avilo's Transformational Leadership Questionnaire (2002) in 20 languages, including five dimensions (aspirational characteristics, aspirational behavior, motivation, learning, support), and organizational voice (2012) in 18 words and three dimensions (incentive, safety and efficiency). The validity of the questionnaires was determined using confirmatory factor analysis. Its reliability was obtained using Cronbach's alpha for transformational leadership (.94), organizational voice (.88) and information technology (.90). Finally, to analyze the data related to the first hypothesis from the Pearson correlation test, to analyze the data related to the second hypothesis from the multiple regression test, and for the third hypothesis from the structural equation modeling analysis test (Extended path solver) was used.

7. The Findings

1. A connection exists between transformational leadership, organizational voice, and information technology. Pearson's correlation coefficient was used to examine this hypothesis; the results show a positive and significant relationship between all dimensions of transformational leadership with information technology and organizational voice. Table 1 shows that the correlation coefficient of all three dimensions of organizational voice is at a high and appropriate level, motivation (0.776), safety (0.798) and efficiency (0.688) as well as information technology dimensions. The implementation of the most cooperation (0.45) other results can be seen in table number (1).

Table 1. Correlation matrix between research variables

	Encouragemen t	Safety	Efficiency	Communicatio n	Operation	Making Decision	Affairs Executive	Organizational Voice	Technology Information
Ideal Feature	0.73*	0.621	0.614	0.4**	0.442	0.423*	0.428	0.718	0.542
Ideal Behavior	*	**	**	**	**	*	**	**	**
Motivation	0.655	0.703	0.622	0.479	0.393	0.387*	0.403	0.724	0.486
Enlightenm ent	**	**	**	**	**	*	**	**	**
Support	0.737	0.756	0.722	0.431	0.402	0.456*	0.462	0.81*	0.516
Leadership	**	**	**	**	**	*	**	*	**
	0.71*	0.78*	0.591	0.36*	0.395	0.398*	0.4**	0.759	0.475
	*	*	**	*	**	*		**	**
	0.729	0.796	0.596	0.458	0.387	0.398*	0.408	0.773	0.545
	**	**	**	**	**	*	**	**	**
	0.776	0.798	0.688	0.467	0.433	0.446*	0.450	0.826	0.555
	**	**	**	**	**	*	**	**	**

P<0.01**-P<0.05*

2. Transformational leadership has an impact on organizational voice and information technology. The results of the second hypothesis, based on the multiple regression test, showed that the F value calculated for both variables of organizational voice and information technology was significant at the level of $P < 0.05$, so that leadership is an important factor. Emergence of organizational voice (explanation of 64 percent of Variance of organizational voice changes) and information technology process facilitation (explaining 34 percent of the variance of information technology changes) in the organization.

Table 2. The set of parameters and test F

Criterion variable	Indicator	Total Square Roots	Degrees of Freedom	Average Square Roots	F Value	R2
Organizational Voice	Regression Value	102.5	5	20.51	95.8**	0.64
	Remaining	43.68	204	0.214		
Information Technology	Regression Value	59.65	5	11.93	22.1**	0.34
	Remaining	114.8	204	0.563		

P<0.01** -P<0.05*

In continuation and to look at the role of each of the transformative leadership dimensions in order to predict the organizational voice and information technology, the table of variable coefficients is referred to. The obtained results showed that despite the effectiveness of the organizational voice and information technology in general, there are only two dimensions of motivation (Beta = 0.451) and support among the dimensions of transformational leadership. Social (Beta = 0.249) were able to influence the organizational voice of the employees. are influential, also only two dimensions of idealistic characteristics (Beta = 0.229) and social support (Beta = 0.382) were able to influence organizational information technology. The results can be seen in table number (3).

Table. 3: Standardized coefficients and the contribution of each leadership dimension in predicting organizational behavior and information technology

Variable	Organizational Voice			Information Technology		
	B	Beta	t	B	Beta	t
Ideal Feature	-0.004	0.004	0.049	0.315	0.299	2.64**
Ideal Behavior	0.097	0.108	1.52	0.022	0.023	0.219
Motivation	0.385	0.401	5.28**	0.084	0.090	0.710
Enlightenment	0.078	0.09	1.04	-0.173	-0.182	-1.42
Support	0.194	0.249	3.00**	0.326	0.382	3.10**

3. Transformational leadership directly affects organizational voice through information and communication technology. The primary hypothesis was assessed using structural equation modeling of this research based on the mediating role of information technology in the degree of influence of transformative leadership on organizational voice. The obtained

results showed that each of the dimensions have a significant explanation of the constituent variables, as well as goodness of fit indices for the final model, indicating the appropriateness of these indices (chi-square ratio on the degree of freedom (3/3) 16) and the index of goodness of fit that indicates the fit of the model. These values can be seen in table number (4).

Table 4. : Factor loading and coefficient of explanation of each of the components and their corresponding t-values

Component	Factor Load	Coefficient of Explanation	t-Value	Good Fit Indices
Ideal Feature	0.76	0.57	16	
Ideal Behavior	0.8	0.64	15.4	• Chi Square :(X^2) * 229/9
Motivation	0.91	0.81	17.5	• The ratio of Chi Square to the degree of freedom (X^2/df):3/16
Enlightenment	0.87	0.75	16.9	• Residual variance and covariance (RMR): 0.04
Support	0.97	0.94	16.8	
Encouragement	0.81	0.64	16.4	• Approximation of root mean square error. (RMSEA): 0/092
Safety	0.77	0.59	17.7	• The goodness of fit (GFI): 0.80
Efficiency	0.8	0.64	16.4	
Communication	0.74	0.54	15.6	• Adjusted goodness of fit (AGFI): 0.78
Operation	0.67	0.44	15.7	• Comparative fit (CFI):0.98
Decision Making	0.77	0.59	15.9	
Executive Affairs	0.85	0.72	15.5	

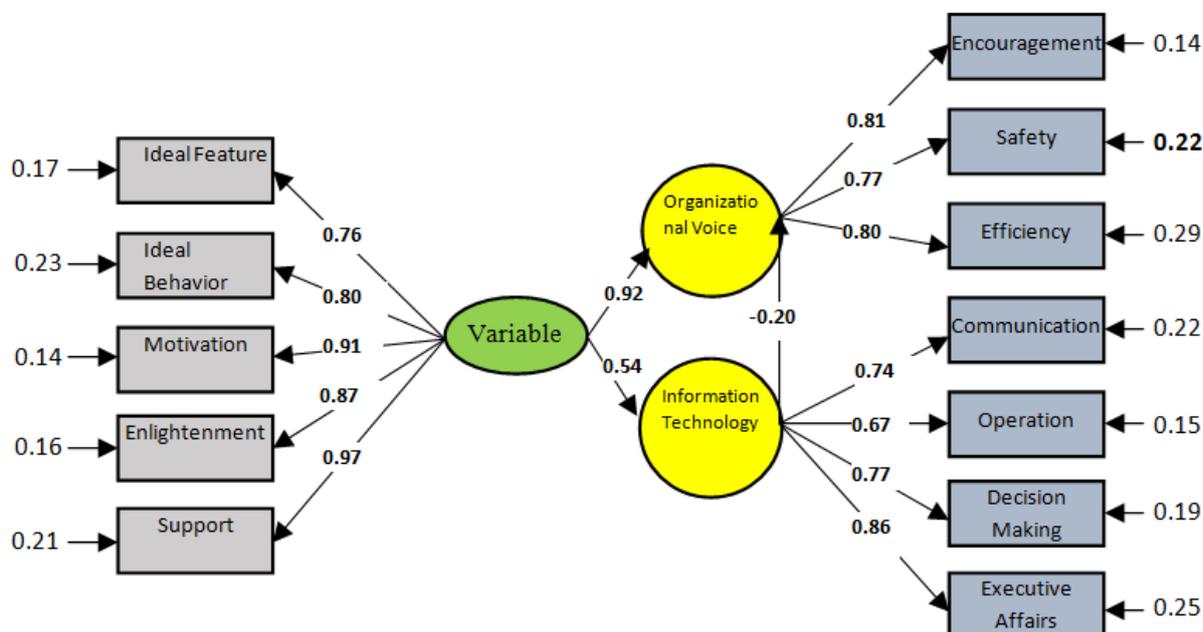
The Chi Square index is significant, the ratio of the Chi Square to the degree of freedom is less than 4, approximately the root mean square of the error.

Less than 0.10, goodness of fit index lower than 0.9, adjusted goodness of fit index lower than 0.9

And finally, the index of comparison is higher than 0.9; which show a good fit of the model.

In the following, the final model of the research is drawn. The calculated beta coefficients between the index dimensions are drawn in the final model of the research. The calculated beta coefficients between the dimensions show that transformational leadership has an effect (Beta = 0.92) on the organizational voice of employees and an effect (Beta = 0.54) on information technology. However, the coefficient of information technology's impact on organizational voice is negative (Beta) = 0.20, which shows the negative impact of information technology on employees' organizational voice. The calculated values for the direct and indirect effects of the variables on organizational voice have been calculated in table number 5.

Table 5: The sum of the coefficients of direct and indirect effects



I
T

Chi Square=229.96, df=71, F-Value=0.00000, RMSEA=0.092

revolutionary leadership and the degree of influence that information and communication technology can have on this relationship. Studies have shown that if people in a leadership position have specific leadership qualities, they work better. This result adds and helps to the

knowledge of the individual, the leadership of the individual and the organization, considering that one of the important moments in the individual is to consider to the opinions and ideas of the people in the organization and to implement their opinions. It is an organizational matter; most of the experts consider individual and organizational factors. And they consider social to be effective in the creation of organizational voice in the expression of employees' opinions and their participation, and these factors should be looked at and examined to identify the effective factors and find appropriate strategies in creating organizational voice.

Conclusion

According to their job position and organizational position, the employees may have constructive ideas and opinions to improve the system's performance, so such ideas should reach the leaders and decision-makers through the right way and through the right communication channel. The findings of the research hypotheses revealed a positive correlation among all dimensions of transformational leadership and organizational and technological voice. Considering the influence that the atmosphere of the organization has on the rate of expression of opinions and views of employees, it can be said that leadership and especially creating motivation among employees can be a significant factor in expressing their opinions. In other words, the voice or silence of the organization is more influenced by the atmosphere of the organization than it is shaped by the individual's personality characteristics; and who else than the organization's leadership has the ability to impact the atmosphere and steer it either in a positive or negative direction. What is explained from the results obtained in the current research is that the level of influence of leadership, especially transformational leadership, on the organizational voice of employees is high and admirable. Among the dimensions, only motivation and social support were able to have this result. Because of the truth that the voice and lack of expression (silence) in the organization, it is essential to create motivation in individuals; And this is the need of a person who, in addition to the power and ability to encourage and punish the employees and people inside the organization, can be a guide and leader in this work, and if necessary, provide his support. Considering that transformational leadership has both an internal aspect (factors related to the leader himself) and an external aspect (factors related to others), it can include controlling internal factors such as behavior and The ideal feature and improvement of these dimensions in their existence. Employees should encourage them to show these behaviors and encourage them to express their opinions while improving external factors such as motivation and social support. The outcomes derived from this hypothesis align with the findings of research of Detert and Burris, (2007), Zehir and

Erdogan, (2011), Milliken, Morrison and Hewlin (2003). The results of the research modeling are also in this direction, in spite of the truth that the coefficient of information technology influence on the organizational voice of employees is negative and the level of use of technology and technology-based frameworks has caused that in the considered organizations the amount of expression of opinions and views of employees will decrease and even prevent express their opinions. While these results contradict the researchers' opinions, the reality is that with the increased adoption of information and communication technology in organizations, and even society, people and employees are more afraid of expressing their opinions due to more control on them (including audio-visual devices, closed-circuit cameras, control of communication networks, limitation of administrative automation systems to the inside of the organization and their control from above, better and more accurate storage of employees' opinions and views if necessary and use it against the individual himself, the exact identity of a person electronically and its easier retrieval) has caused, additionally, individuals can more effortlessly express their opinions to the superiors and the whole organization. However, they have refrained from expressing it and prefer stability and acceptance of the existing situation to expressing their opinions. The current research was faced with several limitations, including the lack of new articles and documents related to the variables of the research, especially the organizational voice, the lack of accurate statistics of the employees and the research community, the little cooperation of managers of organizations at this time and the problems caused by lack of time, and the attention of the employees in answering the questions of the questionnaire. Nevertheless, in light of the research findings, the following recommendations are proposed. The results obtained from the correlation between the transformational leadership and the organizational voice show a positive and high relationship between the two. The employees and their expectations from the organization's leadership will be taken into consideration. It is recommended that the motivation of the employees and their support in the organizational environment should be the priority of the organization's leaders, because these two variables have a huge effect on the work view and opinions of the employees in the organization's environment. Using the useful views and opinions of the employees in organizational affairs, and also motivating and encouraging them to provide their views by the leaders and if necessary, improving their current position considering the usefulness of their ideas and opinions is a factor. Voice plays a role in the organization's development and the progression of its objectives. Considering that information and communication technology can have both positive and negative aspects, the control of its negative aspects in relation to the organizational voice of the employees, needs more support from the leaders and is more

important than all. Ensuring employees and informing them about security based communication. Informing employees about how to use and apply information technology in order to develop positive and practical views in the organization, so that they gain confidence and leaders fulfill their duties in relation to organizational information security.

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