Organizational Cynicism and Employee Voice Behavior: The Moderating Role of Leader-Member Exchange

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Abstract— Organizational cynicism, marked by distrust and skepticism towards the organization, cynical employees can be seen better potential shortcomings and risks with their alarm lenses. In high- quality leader member exchange (LMX), trust-filled relationship, it can counteract the negative effects of cynicism, empowering employees to voice their thoughts and concerns or discourage speak up thoughts that are incongruent with the leader's opinion. This study aims to investigate the moderating role of leader-member exchange between organizational cynicism and voice behavior. The study consists of 162 participants, ranging from 18 to 64 years, with various professions actively engaged in the workforce, consisting of 65 females and 97 males. Participants were reached through snowball sampling method, and the survey form was distributed via an online link. Research data were collected through Organizational Cynicism Scale, Leader-Member Exchange Scale, and Employee Voice Scale. SPSS Process Macro Plugin Model 1 was used for data analysis. The findings revealed a statistically significant positive relationship between LMX and promotive voice and a statistically significant negative relationship between LMX and cynicism dimensions. The results of moderation analysis showed that leader-member exchange has a moderating effect on the relationship between organizational cynicism and promotive voice. Accordingly, employees with low and medium levels of LMX exhibit greater promotive voice behaviors. On the other hand, it was found that leader-member exchange has a moderating effect on the relationship between organizational cynicism and prohibitive voice. Employees with low levels of LMX display more prohibitive voice behaviors. The results showed that employees who have organizational cynicism can offer could offer ideas that benefit the organization and the interaction between leader and subordinate has a role managing cynicism detrimental effect.

Keywords— Employee voice, leader-member exchange (LMX), organizational cynicism, promotive voice, prohibitive voice.

I. INTRODUCTION

Cynicism, which emerged as a school of thought in Ancient Greece, expresses negative feelings, distrust and disappointment towards a person, group, ideology, social tradition or institution [1]. The first cynics refused to comply with social standards, expectations and rules, believed that the institutions in society were unnecessary, and showed behaviors of belittling and mocking this order through humor [2]. According to [3], the feeling of cynicism is based on social and cultural dynamics and is fed by the erosion of trust in political and social institutions, frustration and apathy. This feeling is becoming an increasingly dominant cultural attitude that emerges in various aspects of society, including politics, media and daily interactions. Nowadays, the unmet high expectations of modern life play an important role in the increase of cynicism [4].

While some of the previous research on cynicism treats the concept as a continuous personality trait [5], others examine it as an attitude that emerges and can change towards a certain object or situation under the influence of environmental factors [6]. Cynicism towards the organization is considered as a situational variable and expresses the negative feelings and insecure beliefs of the employee towards the conditions, organization and rules [1]. The individual develops negative feelings such as anger, resentment, and disdain towards the

organization by thinking that the organization is untruthful and unreliable, and accordingly exhibits insulting, cynical, and critical behaviors [7]. When employees feel that they are not treated fairly in the workplace, their achievements are not appreciated and the promises made by the management are not fulfilled, the likelihood of cynical attitudes increases [8]. Organizational change processes that result in failure play an important role in the formation and increase of cynical attitudes. After unsuccessful change efforts that the employee has experienced or witnessed many times, he/she may develop cynicism by feeling betrayed by the people responsible for the change [9]. Exposure to challenging goals and high standards as part of increased competition in business life reinforces cynical attitudes [10]. Moreover, subordinates who feel less support from the leader may develop cynicism by feeling more negative emotions [11].

Cynical attitudes can act as a defense mechanism that keeps the individual safe by keeping the individual unaware of the emotional reactions, he/she feels towards any object or situation [12], [13]. In this direction, organizational cynicism can be considered as negative thoughts and insecurity beliefs about a certain situation or event that the employee develops to protect himself/herself from further disappointment and anxiety in the following processes by considering the previous negative experiences in the workplace. The communication between the leader and the subordinate can change the strength and direction of the effect of

organizational cynicism on employee behavior. Strategies such as the leader informing the employee about internal changes, involving employees in decision-making processes, and the supervisor ensuring the correct flow of information between the leader and the employee facilitate the management of organizational cynicism [14]. In addition, the leader's establishing an open and trust-based relationship with subordinates, taking care of their individual needs, contributing to their intellectual development and showing supportive behaviors reduce the cynical behaviors of subordinates [15]. On the other hand, individuals with organizational cynicism may have a critical, hostile or negative perspective towards the organization or its representatives, which may prevent the establishment of high- quality relationships between supervisors [16].

Research on the consequences of cynicism has frequently revealed negative correlations with various work attitudes. For example, increased levels of cynicism negatively affect employees' job satisfaction, organizational commitment [14] perception of organizational support [11] and organizational citizenship behavior [1]. On the other hand, although cynicism in the workplace is examined as a negative organizational attitude, it is possible to provide positive inputs to the organization with their skeptical, critical perspectives and motivation to express their opinions. Cynical individuals are suspicious that personal and private interests are always behind the strategies planned, changes made, and innovations implemented within the organization [17]. With this suspicion, they can act as a controlling mechanism in cases of misconduct where personal interests violate principles and act prudently for the benefit of the organization [7]. Andersson and Bateman (1997) [1] also found that cynical employees are less likely to comply with management's demands to engage in unethical behavior in the name of renewal. In addition, cynical employees try to identify the missing points in the issues that the organization cares about and offer suggestions regarding organizational problems [18]. For these reasons, it is stated that cynical individuals can act as the voice of conscience for the organization [7].

Employee voice is the voluntary verbal expression of thoughts, ideas and information about work-related issues to manager or team members with the intention of improving the organization in which the individual works and making it function better [19], [21]. When the employee goes beyond individual interests and aims to benefit the organization, voice behavior is considered collaborative and socially based [22]. Previous classifications of voice have defined employee voice as a supportive behavior, treating it only as a constructive expression of challenge aimed at improvement [22] In the following years, Reference [23] proposed the prohibitive voice type, indicating that voice behavior can be an inhibitory behavior in some situations. Promotive and prohibitive voice types achieve the common goal of contributing to the organization through different

motivational orientations and strategies. Promotive voice is when employees express new ideas or suggestions to improve and develop the overall functioning of their work units or organizations. This type of voice is future-oriented and aims to bring current business practices and procedures closer to the ideal through innovative ideas and solutions [23]. On the other hand, prohibitive voice is the expression of concerns to prevent any situation, employee behavior, or practice-related negative effects that could harm the organization.

Although employee voice is generally a positive and proactive work behavior, it involves some risks for the employee. Foremost among these risks is the need to express one's opinion openly even when one disagrees with other employees or one's superior [20]. Moreover, employee voice carries a social risk that can disrupt interpersonal relationships or create negative impressions when it is perceived by management as complaining or personal criticism [20], [24]. The interaction with the leader plays an important role in the employee's acceptance of the potential risks of voice behavior [25], [26] According to the leader-member interaction theory, the leader develops different types of relationships with each subordinate within the work unit [27]. To make the most efficient and effective use of limited time and resources, the leader assigns tasks beyond the official job duties to some members who are perceived to be reliable with certain characteristics, provides more feedback on the process, and establishes a formal relationship with some members to fulfill mandatory tasks [28]. The quality of relationships between leaders and members is defined on a continuum from high to low [29]. High-quality relationships are characterized by the leader's inclusion of subordinates who are willing to take on tasks and responsibilities, who are motivated to demonstrate their competencies and capabilities, and who have high levels of trustworthiness, and who behave more positively, sensitively, and privileged towards them [30]. The leader's supportive feedback and support contribute to subordinates' job performance and job satisfaction [31], [32]. On the other hand, the low-quality relationship with the out-group member is based on formal rules and lacks social support [28], [33]. In low LMX relationships, the member shows less willingness to perform tasks that require volunteerism [30] and performs to fulfill the assigned task in a standardized manner [34]. Low quality LMX relationships are effective in making employees feel worthless, reducing their work motivation and organizational commitment [35]. Questions about how cynicism is affected by relationships in the workplace have been investigated in recent years. Negative relationships were found between LMX and organizational cynicism [36], [37]. LMX level is negatively affected when subordinates reflect their cynical attitudes to their superiors as organizational actors [38].

Differing findings are presented regarding the strength and direction of the relationship between LMX and employee voice [39]. First, the positive findings between LMX and

employee voice suggest that in high quality leader- member exchange, the subordinate's sense of loyalty, appreciation, and obligation towards the leader will motivate the subordinate to engage in voice behavior [25]. In addition, members with high LMX relationships can communicate more easily with their leaders, have more trust in their leaders, want to reciprocate the leader's supportive attitude towards them, and are provided with more room to offer ideas compared to others [25], [40]. By relying on their good relationship with the leader, these subordinates perceive lower risk of the consequences of voice and thus may show more voice [41], [42]. On the other hand, secondly, the negative relationship between high LMX and employee voice is explained by the assumption that individuals with high quality relationships will take less risk when making suggestions to maintain these relationships and may avoid offering new ideas and suggestions for improvement [43], [44]. According to one study conducted in recent years [45], positive relationship between low and medium-high levels of LMX and subordinates' promotive voice, while the direction of the relationship turns negative at very high levels of LMX. This result is explained by the fact that at the highest levels of LMX, the obligation that employees feel towards their managers may override the obligation they feel towards the organization. Given the communication and reciprocity interaction in a high LMX relationship [46], subordinates tend to align their ideas and priorities with the leader. In such a situation, subordinates may choose to prioritize their interpersonal relationship with the leader and to remain loyal followers of the leader, thus putting less effort into practices that primarily aim to benefit the organization.

The relationship between organizational cynicism and LMX is pivotal in shaping employee attitudes and behaviors. The quality of LMX relationships can serve as a moderating factor, reducing the detrimental effects of organizational cynicism and promoting a more positive and communicative organizational environment. In the light of all this information, there is a need for more studies on the role of the relationship with the leader on employees' expression of their opinions. Therefore, in the current study, the relationship between organizational cynicism and two different types of voices, promotive and prohibitive, is examined within the scope of the relationship between leader and member. Depending on the level of leader-member exchange, it is predicted that the impact power of the employee's cynicism attitude towards the organization on voice behavior will differ. In this context, the regulatory role of leader-member exchange, in the relationship between organizational cynicism and promotive and prohibitive voice will be investigated and the related hypotheses are presented below.
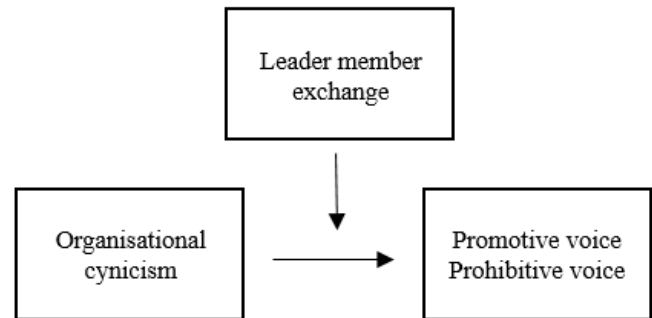

Figure 1. Research Model

H1: Leader member exchange has a moderating role in the relationship between organizational cynicism and promotive voice behavior.

H2: Leader member exchange has a moderating role in the relationship between organizational cynicism and prohibitive voice behavior.

II. METHOD

Sample

The participants of the study consisted of 162 adult individuals working in different sectors, 97 men (59.9%) and 65 women (40.1%). The ages of the participants ranged between 18 and 64 years. There are 71 people (43.8%) in the 25-34 age range, 33 people (20.4%) in the 35-44 age range, 27 people (16.7%) in the 18-24 age range, 27 people (16.7%) in the 45-54 age range and 4 people (2.5%) in the 55-64 age range. Participants were reached by snowball sampling method.

Among the participants, 74 (45.7%) were undergraduate, 33 (20.4%) high school, 32 (19.8%) graduate, 20 (12.3%) associate degree and 3 (1.9%) primary school graduates.

Measures

Demographic Information Form: The demographic information form includes questions about demographic information such as gender, age and education level.

Organizational Cynicism: The scales developed by Eaton [4] and Brandes [47] were combined and adapted into Turkish [48]. The adapted scale measure cynicism in three different dimensions as cognition, affective and behavior, with totally 14 items. Five items in the scale are related to cognition, six items to affective reaction and three items to behavior. Responses are evaluated on a Likert-type scale from 1 (Strongly disagree) to 5 (Strongly agree). A high score indicates a high level of cynicism. There are no reverse items in the scale. In a study where the scale was used in Turkey [48], Cronbach Alpha coefficients were found to be .91, .86 and .71 for cognition, affective response and behavior factors, respectively. The Cronbach Alpha coefficient of the current study was .93 for the cognition factor, .92 for the affective response factor, and .85 for the behavior factor.

Leader Member Exchange: The adapted Turkish version [49] of the original scale [34] was used. The aim of the scale

is to assess the quality of the relationship between the member and the leader to whom he/she reports. The scale consists of a four-factor structure: influence, loyalty, contribution and professional respect. For this study, a total score was calculated. Responses are evaluated on a Likert-type scale ranging from 1 (strongly disagree) to 5 (strongly agree). A high score on the scale indicates that the quality of the relationship between the leader and the member is high. In the present study, the Cronbach Alpha coefficient of the scale was found to be .96.

Employee Voice: The scale [50] was developed to assess employees' attitudes towards presenting their ideas within the organization. The scale consists of two sub-dimensions promotive voice and prohibitive voice and there are 5 items for each dimension. Responses are answered on a Likert-type scale from 1 (Never) to 5 (Always). High cores indicate high levels of vocal behavior. In the Turkish adaptation study [51], Cronbach Alpha coefficient was found to be .87 and .86 for promotive voice and prohibitive voice, respectively. In the current study, the Cronbach Alpha coefficient of the scale was found to be .96 for the promotive voice dimension and .91 for the prohibitive voice dimension.

Procedure

Ethical permission for the study was obtained from the Ethics Committee of Istanbul Ticaret University. In the informed consent form, which is the first stage of the study, the participants were informed about the study and their consent was obtained that they voluntarily participated in the research. The questionnaire form was sent to the participants via an online link. The study takes an average of 10 minutes to complete. Within the scope of the research, 185 people were reached and 23 people were not included in the study because they did not meet the criteria for participation in the research, such as having less than 6 months of work experience, not having a current job, not working under an organization and leader. The data collection process was completed in seven weeks.

Data Analysis

SPSS 24 statistical program and PROCESS v4.2. macro plug-in [52] were used for data analysis. Skewness and kurtosis values were calculated to evaluate the suitability of the data for normal distribution, and it is seen that the values show a normal distribution between -2 and +2. In addition, descriptive statistics of the variables in the study were included and correlation analysis was applied to examine the relationships between the variables. In PROCESS, Model 1 was used to evaluate the moderating role of leader-member exchange. The moderating effect was analyzed with 5000 bootstraps at 95% confidence interval. In the current study, the predictor variable is cynicism, the predicted variables are promotive and prohibitive voice, and the moderator variable is leader member exchange.

III. RESULTS

The descriptive values of the variables in the study and the correlation coefficients between the variables are presented in Table 1. As seen in Table 1, a statistically significant positive relationship was found between leader-member exchange and promotive ($p < .01$) and prohibitive voice ($p < .01$). On the other hand, there is no significant relationship between cynicism and promotive ($p > .05$), prohibitive voice ($p > .05$) and leader member exchange ($p > .05$).

Table 1. Descriptive Statistics, Internal Consistencies and Intercorrelations

	M	SD	1	2	3	4
1. Organisational cynicism	34.39	13.19	*.95*	-.14	.10	.07
2. LMX	38.02	11.41		*.96*	.45**	.44**
3. Promotive voice	19.64	5.17			*.91*	.78**
4. Prohibitive voice	18.00	5.04				*.91*

Note 1. **$p < .01$
Note 2. Cronbach's alphas are given in italics on the diagonal.

The first hypothesis, the moderating role LMX between organizational cynicism and promotive voice was examined. The findings obtained within the scope of this analysis are presented in Table 2. According to the results of analysis, the effect of organizational cynicism on promotive voice is positively significant ($b = .39$, $t = 5.17$, 95% CI [.2441, .5456], $p < .001$). The effect of leader- member exchange on promotive voice is also statistically significant ($b = .51$, 95% CI [.3687, .6493], $p < .001$). The moderator effect of organizational cynicism and leader-member interaction on promotive voice was found to be statistically significant ($b = -.01$, $t = -4.62$, 95% CI [-.0125, - .0050], $p < .001$). As a result, the moderating role of leader-member interaction in the relationship between organizational cynicism and promotive voice was found ($F (3,158) = 24.36$, $p < .001$, $R^2 = .31$). In the light of these results, Hypothesis 1 is supported.

Table 2. The Moderating Role of LMX the Relationship between Organizational Cynicism and Promotive Voice

	Coeff.	*SE*	*t*	*p*	95% CI	
					LLCI	**ULCI**
Constant	-1,99	2,93	-0,68	.50	-7.7867	3.7976
Organisational Cynicism (X)	.39	.07	5.17	.00*	.2441	.5456
LMX (W)	.51	.07	7.16	.00*	.3687	.6493
Organisational Cynicism x LMX (XW)	-.01	.00	-4.62	.00*	-.0125	-.0050

Not 1. *$p < .001$

The relationship between organizational cynicism and supportive voice at different levels of leader-member

interaction was examined with situational effect analysis. The findings of the analysis are presented in Table 3. When Table 3 is examined, it is seen that there is a significant positive effect when leader-member interaction is lower than average ($b=26.61$, 95% CI [.0950, .2275], $p < .001$). Similarly, when leader-member interaction is at the average level, it has a significant positive effect ($b = 38.02$, 95% CI [.0097, .1125], $p < .05$). Finally, the moderating effect was not significant when leader-member interaction was above average ($b = 49.43$, 95% CI [-.1067, .0286], $p > .05$). In addition, Johnson-Neyman analysis was conducted to determine the range of leader-member interaction level in which the relationship between organizational cynicism and supportive voice is significant. As a result of the analysis, the level of significance of leader member interaction above the value of 41.1053 passes to the level of insignificance. According to this result, the positive relationship between organizational cynicism and supportive voice becomes significant when the leader member interaction level is lower than 41.1053.

Table 3. Situational Moderating Role of Leader-Member Interaction in the Effect of Organizational Cynicism on Promotive Voice

	LMX	*Effect*	SE	t	p	95% CI LLCI	95% CI ULCI
-1S	26.6126	.16	.03	4.81	.00**	.0950	.2275
0	38.0247	.06	.03	2.35	.02*	.0097	.1125
+1S	49.4368	-.04	.03	-1.14	.26	-.1067	.0286

Not 1. *p < .05, **p < .001, SE: Standard Error

The graph drawn to show the moderating effect of leader-member interaction on the relationship between organizational cynicism and promotive voice s presented in Figure 2. The effect of organizational cynicism on promotive voice differs for individuals with different levels of leader-member interaction. In the light of these results, it is seen that the positive effect of organizational cynicism on promotive voice increases at average and low levels of leader-member interaction. As a result, Hypothesis 1 that leader-member interaction has a moderating role in the relationship between organizational cynicism and promotive voice was supported.
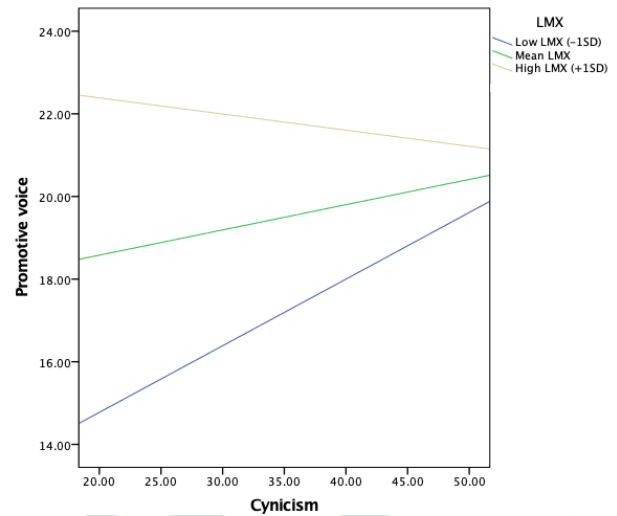

Figure 2. A visual representation of the moderation of the effect of the effect of the organizational cynicism (X) on strength of promotive voice (Y) by LMX quality (W).

The moderating effect of leader-member interaction on the effect of organizational cynicism on prohibitive voice was examined in the context of Hypothesis 2. The results obtained within the scope of the current analysis are presented in Table 4. According to the results of the analysis, the effect of organizational cynicism on prohibitive voice is positively significant ($b = .29$, $t = 3.70$, 95% CI [.1329, .4379], $p < .001$). The effect of leader-member interaction on prohibitive voice is also statistically significant ($b = .41$, $t = .07$, 95% CI [.2710, .5549], $p < .001$). The moderator effect of organizational cynicism and leader member interaction on prohibitive voice was found to be statistically significant ($b = -.01$, $t = -3.21$, 95% CI [-.0100, -.0024], p < .01). As a result, the moderating role of leader-member interaction in the relationship between organizational cynicism and promotive voice was found (F (3,158) = 18.78, $p < .001$, R2 = .27). In the light of these results, Hypothesis 2 is supported.

Table 4. The Moderating Role of Leader-Member I in the Relationship between Organizational Cynicism and Prohibitive Voice

	Coeff.	SE	t	p	95% CI LLCI	95% CI ULCI
Constant	.43	2,97	.15	.88	-5.4261	6.2932
Organisational Cynicism (X)	.29	.08	3.70	.00**	.1329	.4379
LMX (W)	.41	.07	5.75	.00**	.2710	.5549
Organisational Cynicism x LMX (XW)	-.01	.00	-3.21	.00*	-.0100	-.0024

**p < .001, *p < .01

Afterwards, the situational effects of leader-member interaction level on the relationship between organizational

cynicism and prohibitive voice were analyzed and the findings are presented in Table 5. When the results are examined, it is seen that there is a statistically significant positive effect when the leader-member interaction is lower than the average (b=26.61, 95% CI [.0541, .1881], p < .001). When leader-member interaction is at average level (b=38.02, 95% CI [-.0014, .1026], p > .05) and at high level (b=49.43, 95% CI [-.0883, .0486], p > .05), there is no significant effect. Afterwards, Johnson-Neyman analysis was conducted to determine the range of leader- member interaction level in which the relationship between organizational cynicism and prohibitive voice is significant. According to the results of the analysis, the positive relationship between organizational cynicism and promotive voice becomes significant when leader-member interaction is lower than 39.6000. The effect of organizational cynicism on prohibitive voice differs for people with different levels of leader-member interaction. In the light of these results, it is seen that the positive effect of organizational cynicism on promotive voice increases when leader-member interaction is at a low level.

Table 5. The Situational Moderating Role of Leader-Member Interaction on the Effect of Organizational Cynicism and Prohibitive Voice

						95% CI	
	LMX	*Effect*	*SE*	*t*	*p*	LLCI	UCLI
-1S	26.6126	.12	.03	3.57	.00**	.0541	.1881
0	38.0247	.05	.03	1.92	.06	-.0014	.1026
+1S	49.4368	-.02	.03	-.57	.57	-.0883	.0486

Not 1. **p < .001

The graph drawn to show the moderating effect of leader-member interaction on the relationship between organizational cynicism and prohibitive voice is presented in Figure 3. In line with all these results, Hypothesis 2 was supported.
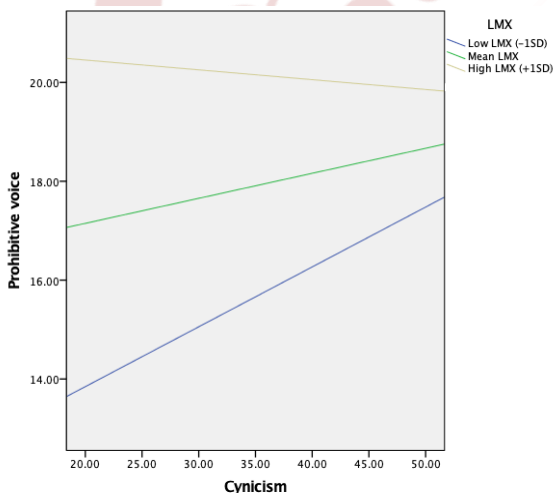

Figure 3. A visual representation of the moderation of the effect of the organizational cynicism (X) on strength of

prohibitive voice (Y) by LMX quality (W).

IV. DISCUSSION

This study aims to examine the moderating effect of leader-member interaction on the relationship between organizational cynicism and promotive and prohibitive voice. It is thought that the current study will make an important contribution since there is no study in the literature that deals with organizational cynicism, leader member interaction and o prohibitive /promotive voice types together and this relationship is complicated. The findings showed that there were positive relationships between organizational cynicism and promotive and prohibitive voice and that these relationships were regulated by leader-member interaction. The effect of organizational cynicism on promotive voice was found to be positively significant when leader-member interaction was low and common, while the effect of organizational cynicism on prohibitive voice was found to be positively significant only when leader-member interaction was low. As leader- member interaction increases, the strength of the relationship between organizational cynicism and prohibitive voice weakens.

As a result of the moderating effect analysis conducted in line with the first hypothesis of the study, it was found that the level of leader-member interaction affects the strength of the relationship between organizational cynicism and promotive voice. This effect is statistically significant when leader-member interaction is at low and medium levels. The employee's perception of vocal behavior as a part of his/her official job task contributes to expressing his/her opinions more. Subordinates in low-quality relationships perceive voice as an in-role behavior, which reduces the negative effect of low LMX on voice behavior [42]. Moreover, subordinates with a high need for growth in the out-group may show vocal behavior to create a more favorable impression [53]. In this case, vocalization can be considered as a behavior to improve the relationship with the leader and to be included in the ingroup. On the other hand, the moderating effect was not statistically significant at high LMX level. It may be that the employee with high LMX already has a relationship with the leader based on mutual trust, commitment and support [46]. These so- called "in-group" members may not see it necessary to make extra efforts to achieve goals because they are in constant contact with their leaders by sharing information, have more communication opportunities and are satisfied with their current situation. According to Broaden and Build Theory, positive emotions broaden people's thinking, attitudes, and actions, providing them with new functional long-term resources, and may lead to maintaining the status quo and avoiding disruptive actions [54]. The lack of a significant effect of high levels of LMX on promotive voice behaviors may be due to the desire to maintain satisfaction with the leader. Moreover, these results are consistent with the

findings of previous studies that reveal curvilinear effects of LMX on employee attitudes [55], [56] Subordinates with high quality LMX relationships can fulfill the demands they want to refuse due to their loyalty to the leader under adverse environmental conditions that they perceive as threatening [57]. This may lead to negative organizational outcomes in the long run and negatively affect the psychological and physical health of the employee [58], [59]. Although less researched, consistent with this hypothesis, it has been found that subordinates in high LMX relationships feel more pressure and stress by feeling responsibility for the leader's high expectations of success [60]. Accordingly, it is possible that subordinates in a high LMX relationship tend to approve and conform to the leader's ideas.

In line with the second hypothesis, the moderating effect of leader-member interaction on the relationship between organizational cynicism and prohibitive voice was found. This effect was significant only at low levels of leader-member interaction. Since prohibitive voice involves expressing problematic work practices and behaviors, employees may put less effort into this type of voice due to the risk of negatively affecting interpersonal relationships [50]. Employees with low LMX may exhibit more cynical attitudes due to poor relationships with their leaders and this cynicism may increase prohibitive voice. Low quality communication between the leader and the employee may cause employees to feel insecure in the workplace [30], [46] and to harbor negative feelings such as resentment and anxiety [10] towards their leader and/or the organization to which they belong. As a result, employees may exhibit prohibitive voice behaviors such as being more critical and negative towards organizational policies and innovations [61]. In addition to the results, there was no statistically significant effect of LMX on prohibitive voice at average and high levels. First of all, an average level of leader-member interaction can form the basis for establishing trust and close relationships between the leader and the member in the following process. This may reduce the likelihood of employees expressing critical and prohibitive voice behaviors, which may lead employees to refrain from questioning the status quo, the habitual order, and the status quo, and thus show compliant behaviors [28]. On the other hand, an employee with a high LMX relationship may limit his/her room for maneuver and avoid speaking up, fearing that his/her ideas and opinions will be misunderstood by the leader. In relation to this, Edmondson [62] emphasized that, in some cases, high LMX may lead to the undermining of psychological safety and prevent employees from prohibitive voice behaviors. In addition to these results, when high quality LMX is developed with leaders who adopt authoritarian leadership style and insist on total compliance with their orders, employees may not have the courage to express their critical opinions about existing situations [63]. Moreover, the fact that the prohibitive voice reports negativity, such as talking about potential problems, suggests that this type of voice may be under the MUM effect (Minimize Undesirable Message) [64]). The MUM effect has been defined as the filtering of upwardly transmitted information and automatic restrictions on free communication when groups are structured in hierarchies, especially criticism of higher status members by lower status members [65]. The individual is said to have a general reluctance to convey negative information due to the discomfort of being the bearer of bad news [66]. In an organizational context, employees will tend to share less negative information and more positive information when sharing information with their managers. This information filtering is more likely to be used if the employee desires various position changes such as promotion or rotation [67], [68]. Finally, in the context of socially desirable responding (SDR) theory [69] this effect can be interpreted as subordinates with low LMX relationships are less likely to seek approval from others due to their disadvantages in the current situation and pay less attention to the possible negative consequences of voice. Moreover, social desirability has a stronger effect on voice behavior in cultures with high power distance [70]. The fact that the current study was conducted in a country with high power distance strengthens this possibility.

V. PRACTICAL IMPLICATIONS

The findings of this study have important implications for organizations and managers. First, the feedback and suggestions of individuals with cynical attitudes should not be considered only result of the usual negative perspective but should be considered that they may contain ideas that can benefit the organization. Especially in professions where safety performance is important (e.g., aviation and health), their tendency to see risks and mistakes may contribute to improving safety performance. On the other hand, given the increasing competition and organizational change processes in the business world, it would be useful for managers to learn how to manage cynicism and transform it into a functional form. On the other hand, given the results that high levels of employee cynicism negatively affect important organizational and individual outcomes [61] understanding the role of leader-member exchange offers strategies for managing cynicism. Finally, considering that a high LMX relationship can be inhibiting, managers can be informed to enable these subordinates to express their opinions independent of the leader and prevent the perceived obligation to the leader from overriding the interest of the organization. Managers may disregard potentially useful ideas with a higher perception of risk [71], assuming that low-trust outgroup members develop their voice with the intention of serving their own interests [72]. It is recommended that leaders should be informed about the importance and consideration of each subordinate's voice.

VI. LIMITATIONS AND FUTURE DIRECTIONS

This research also has some limitations as in all others. First, the collection of data from institutions in Turkey limits the generalizability of the findings. GLOBE project (2004) results indicated that Turkey ranked twelfth highest among 62 countries in terms of in-group collectivism, that refers to level to which individuals demonstrate (and are expected to demonstrate) pride, loyalty, and unity in their organizations or families. Especially in cultures where interpersonal relationships are at the forefront, it is possible that the interaction between leader and member has more power to influence employee attitudes. Moreover, given that high power distance negatively affects employee voice in low-quality LMX relationships [25], it is suggested that the current study be tested in cultures with low power distance. Secondly, the possibility of common method bias due to the simultaneous collection of data on all variables from the participants [73]. Harman's one-factor test was used to eliminate the effect of common method bias. In this study, principal component factor analysis and varimax rotation identified five factors with eigenvalues greater than 1 according to Harman's one-factor test. While the five factors explained 75.07% of the variance, the first factor did not explain a large portion of the variance (23.70%). These results showed that common method bias was not a concern in the present study. Another limitation is the risk of social desirability effect bias since the data was obtained from a single source and self-reported. In future studies, collecting data from multiple sources, including leaders and subordinates, may reduce this risk. Finally, the employee evaluates the available benefits and risks when deciding whether to engage in voice behavior [74]. When an individual is in a safe environment and perceives that the effectiveness of voice will be positively high, the likelihood of vocal behavior increases [75]. The employee's perception of psychological safety, personality traits, and leadership style may be effective variables in this process. In future studies, it is recommended to examine the individual and contextual factors that may be effective in the emergence of cynicism.

VII. CONCLUSION

This study sought to answer how the strength of the effect of employee's organizational cynicism on promotive and prohibitive voice types would differ depending on the quality of the interaction between the leader and the member. Although previous research has revealed the relationship between organizational cynicism and negative organizational outcomes, the current study revealed a positive relationship between cynicism and voice types. Moreover, this relationship is strengthened at low levels of leader-member interaction and weakened at high levels of leader- member interaction. As a result, there is a possibility that high leader-member interaction may harm the employee's ability to express his/her own opinion.

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