

Research on the Relationship between Benevolent Leadership and Voice Behavior Based on Traditional Chinese “Bao” Culture

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ABSTRACT: *The mechanism of leadership style for employee voice behavior is one of the hot problems in management area. Based on the Chinese “Bao” culture, the study selects the benevolent leadership which is typical in Chinese organizational environment, and probes into its influence mechanism on employee voice behavior. Taking the results of 477 questionnaires as samples, the study examines the mediating effect of family-like exchange and the moderating effect of power distance by regression analysis method. The empirical results show that: (1) the benevolent leadership has a significant positive effect on the employee voice behavior; (2) the family-like exchange plays a partial mediating role between the benevolent leadership and the employee voice behavior; (3) the power distance positively moderates the influence of benevolent leadership on the family-like exchange; (4) the moderating relationship affects the employee voice behavior through the mediating effect of family-like exchange. The study first expands the induced mechanism of employee voice behavior from the perspective of Chinese “Bao” culture, and the findings have important practical significance for promoting the internal communication within the organizations.*

Keywords: *benevolent leadership; family-like exchange; power distance; voice behavior*

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I. INTRODUCTION

There is a saying goes that "decisions must be made with the full set of opinions". Zheng Wei became a famous minister due to his voice behavior. Taizong Tang created a strong and rich country by accepting suggestions with an open mind. Taizong Tang said that "accepting constructive suggestions brings about a peaceful world". With the market environment changing rapidly, it's difficult for senior managers to make decisions (Liming Xu, Shuming Zhao, & Ming Zhang, 2018). As one of the ways for employees to participate in organizational decision-making, voice behavior helps to improve the quality of decision-making (Yan Li & Jianmin Sun, 2015), promote organizational learning (Jian Chen & Kan Shi, 2017), improve team creativity (Jinzhao Deng, Mengqin Yu, & Xuping Ding, 2018). In the modern business environment, employee voice behavior plays a vital role in the survival and long-term development of enterprises. However, employees hesitate to tell the truth, because voice behavior may bring risks and challenges. The loss may outweigh the gain. The importance of voice behavior to the organization is in contradiction with the employee's concern about the risk of the voice behavior, which brings about more and more research on voice behavior in recent years (Jinyun Duan & Ying Cao, 2015).

As the main object of employee's upward communication, the leader holds the power of reward and punishment, which is the important source of clues for the employee to judge whether the voice behavior is safe and worth (Jinyun Duan, Chen Zhang, & Xiaoming Tian, 2016). Therefore, the leadership style has an important influence on employee voice behavior. The level of power distance in Chinese culture is high. benevolent leadership in China subverts the authoritative image of managers, and it will inevitably have a certain impact on the emotion and cognition of the employees. The survey shows that benevolent leadership rooted in the traditional Chinese "Bao" culture is one of the most popular constructive leaderships (Simon & Wai-ming Mak, 2012). Benevolent leadership emphasizes that leaders should take care of employees like their children (Jingli Fan & Boxun Zheng, 2000), which has a strong interpretation of the voice behavior in Chinese organization (Simon & Wai-ming Mak, 2012). Few studies have explored the mechanism of benevolent leadership on employee voice behavior. This paper follows the suggestion of Xingpeng Luo et al. (2018) to incorporate more localized elements into management research, and further explores the relationship between benevolent leadership and employee voice behavior based on the perspective of "Bao" culture.

Most of the studies about the effect of leadership style on employee voice behavior have been based on the western theory of social exchange which emphasizes fairness and reciprocity (Jingjing Yu & Shuming Zhao, 2013). But research shows that even if leaders provide superior treatment to their subordinates and create an atmosphere of autonomy and security, many Chinese employees are reluctant to reward leaders in the form of advice (Detert & Edmondson, 2011). It can be seen that the principle of fairness and reciprocity cannot explain

the mechanism of employee voice behavior in China. Subsequently, Suli Zhu et al. (2015) believe that in the situation of Chinese "Bao" culture, there is family-like exchange between superiors and subordinates except economic exchange and social exchange (Suli Zhu & Lirong Long, 2017). Previous empirical studies have shown that family-like exchange can explain the psychological reasons behind behavior in Chinese organizations better than economic exchange and social exchange which emphasizes reciprocity and fairness (Suli Zhu, Lirong Long, Wei He, & Zhongjun Wang, 2015). Family-like exchange can effectively explain the relationship between benevolent leadership and employee voice behavior in Chinese culture.

In addition, Kunjin Wu et al. (2017) said that benevolent-oriented behavior can stimulate the employee's family cognition and form family-like exchange with their leaders, which promote the employee's role behavior and the out-of-role behavior. This paper introduces the family-like exchange variable to explore its intermediary role between benevolent leadership and employee voice behavior.

In addition, according to the research about the impact of employee characteristics on voice behavior, it can be seen that employee voice behavior will be affected by intrinsic cultural value orientation except external leadership style. The level of power distance affects the expectation and evaluation of the leader's behavior (Jiantao Zhou & Jianqiao Liao, 2018). Influenced by Confucian ethical ideas and hierarchical differences, China is a typical country whose power distance is high. It's of great significance to explore the influence of power distance on the effect of benevolent leadership based on the local situation (Yan Rong, Yang Sui, & Baiyin Yang, 2015). The same leader's behavior is a motivating factor for employees with high power distance, but perhaps only health factors for employees with low power distance. Studies have not studied the effect of power distance on employee's response to the benevolent leadership. This paper introduces employee power distance as the adjustment variable, and explores the boundary condition stake of the benevolent leadership affecting family-like exchange.

The broad and profound Chinese traditional culture and family concept constitute the basis of the local leadership philosophy. This paper puts the voice behavior into traditional Chinese "Bao" culture to carry out research, and explores the influence of the typical leadership style in Chinese organizations—benevolent leadership on the employee voice behavior, which enriches the localization of management to a certain extent. In the past, the research on the relationship between leadership style and employee voice behavior was mostly based on the theory of western social exchange (Jingjing Yu & Shuming Zhao, 2013), which did not pay attention to the expression of the employee's inner emotion. This study explores the internal emotional drivers of employee voice behavior based on the family-like exchange theory, which makes an important supplement to the past research. This paper combines individual characteristics, external environment and individual behavior to explain the relationship between benevolent leadership and employee voice behavior comprehensively, and it explores the relationship between employee power distance and benevolent leadership initially.

II. THEORY AND HYPOTHESIS

Benevolent Leadership and Employee Voice Behavior

Employee voice behavior is an out-of-role behavior produced by employees proactively to improve the organization. Risk and benefit coexist for employees. Leaders as the main objects of employees' upward communication, their attitude and behavior have a direct impact on the employees' motivation to tell the truth (Jinyun Duan, Chen Zhang, & Xiaoming Tian, 2016). The research shows that benevolent leadership, as a typical leadership style in Chinese organizations, is one of the most popular leadership styles among employees. Benevolent leadership has a significant contribution to subordinates' out-of-role behaviors such as innovative behaviors (Yimo Shen, Wanru Zhou, Lihua Wei, & Qinglin Zhang, 2017) and voice behaviors (Yue Xu, Jinyun Duan, & Chengyan Li, 2017). Boxun Zheng et al (2000) put forward the specific connotation of benevolent leadership at the basis of the local situation of China. Benevolent leadership means that leaders care about the long-term well-being of subordinates comprehensively. It emphasizes that leaders should care for subordinates like their children, and subordinates should also show respect, loyalty and obedience to leaders like their fathers (Jingli Fan & Boxun Zheng, 2000). The connotation of benevolent leadership has been divided into two aspects, including care and maintenance of subordinates' face.

On the one hand, benevolent leadership is based on the traditional Chinese "Bao" culture. Leaders' care beyond the scope of work can inspire subordinates to be grateful to the leaders and return by working hard. Employees will think about what they can do for their leaders, including voice behavior. On the other hand, benevolent leaders understand and tolerate their subordinates. They don't criticize subordinates publicly to maintain subordinates' face. In a free and safe psychological environment, employees are more likely to generate novel ideas and actively share them with leaders. Because they believe that their actions will not be ignored or reprimanded. Hence, we predict:

Hypothesis 1: Benevolent leadership has a positive influence on employee voice behavior.

Intermediary Role of Family-like Exchange

Chinese kinship has the characteristics of interrelation, interdependence and mutual belonging. Chinese employees value their families so much so that nothing can compare with. They often bring their family life experience and habitats into the community and organization outside the family, forming a "pan-familyism" tendency (Guoshu Yang, Guangguo Huang, & Zhongfang Yang, 2008). At the basis of Chinese unique cultural situation, Suli Zhu et al. (2015) put forward a special relationship between leaders and employees—family-like exchange. Regardless of gain and loss, family-like exchange means an integrated state that the staff and the organization meet each other's needs without return. This relationship is similar to the way in which Chinese family get along with each other. Chinese family can live together without dispute and take care of their families for a long term. On the one hand, family-like exchange requires the leader to actively provide material and spiritual help for employees and their families. On the other hand, it requires employees to uphold the thanksgiving psychology that "the favor of a drop of water should be rewarded with the gratitude of a fountain of water". Employees are supposed to regard the enterprise as home by devoting themselves into work (Kunjin Wu, Shanshi Liu, & Hongli Wang, 2017).

Suli Zhu et al. (2015) believe that working environment has an important effect on the formation of family-like exchange. As the decision maker and communicator of the organizational culture, welfare, working system and so on, leaders undoubtedly play an important role. Benevolent leaders provide guidance and resource to support employees' work. What's more, they will care for employees and their families. Sometimes benevolent leaders even participate in employees' important activities like family members such as birthdays, weddings and so on. Beyond the scope of work, benevolent leaders' care has extended to the lives of employees which meets the ethical and emotional needs of employees. In addition, Chinese traditional "Bao" culture is different from social exchange in western countries which emphasizes fairness and reciprocity. It advocates "the favor of a drop of water should be rewarded with the gratitude of a fountain of water", which prompts leaders and employees to form the family-like exchange relationship beyond the contractual relationship.

Family-like exchange is a pan-family relationship that leaders and employees depend on each other and share their happiness and sadness mutually. According to the family-like exchange theory, when employees and leaders have a close family-like exchange relationship, employees will regard their leaders as a community of solidarity with their own. They won't value gain or loss but pay more attention to their own obligations and responsibilities. Employees are willing to sacrifice their own interests to help their leaders or organization to go through the difficulties. They will regard the voice behavior which is risky but conducive to the development of the organization as their responsibilities. Hence, we predict:

Hypothesis 2: Family-like exchange plays an intermediary role between benevolent leadership and employee voice behavior.

Moderating Effect of Employee Power Distance

The concept of power distance was originally defined at the level of country or society. It describes cultural differences between different countries or societies. Due to the uniqueness of individual experience, scholars have found that different individuals in the same country or society still have differences in the power distance. In this study, power distance refers to the degree of recognition of the power inequality between managers and employees in the organization (Dorfman & Howell, 1988), which is an individual trait that reflects the employee's view of power difference. The influence of leadership style on employee attitude and behavior is moderated by the level of employee power distance. On the one hand, employees with different levels of power distance have different expectations and evaluations of leaders' behavior (Jiantao Zhou & Jianqiao Liao, 2018). Employees with high power distance are used to put leaders in a high authoritative position. Leaders' care and tolerance is an inevitable incentive for employees. Benevolent leaders often help employees in their lives and work. What's more, they tolerate and understand the shortcomings of employees. Employees will consider that leaders are approachable, they believe that they have a close relationship with their leaders. Employees will be more grateful when receiving unexpected favors. The relationship between employees and leaders changes from a simple instrumental relationship to the human relationship. Human relationship arouses the belief of "the favor of a drop of water should be rewarded with the gratitude of a fountain of water" more easily which stimulates the formation of family-like exchange. However, employees with low power distance believe that leaders are equal to themselves, and they are different in the division of labor. Leaders are supposed to understand and care about employees. When benevolent leaders provide them with help and support, compared with employees who have high power distance, employees with low power distance produce less gratitude. They have less willingness to return to their leaders, which is harmful to the formation of family-like exchange.

On the other hand, the level of power distance affects the sensitivity of employees to the benevolent behavior. Employees with high power distances tend to exhibit the characteristics of external sources of control. They believe that work and life are controlled by external environmental factors which is unable to change by

themselves. As a result, they will feel powerless in the face of leadership. This value orientation makes them more sensitive to leadership behavior. Employees will pay more attention to the care and tolerance of benevolent leaders. What's more, they are eager to form a good bond with superiors by doing what leaders expect, which will effectively promote the formation of the family-like exchange. However, employees with low power distance tend to exhibit the characteristics of internal control sources. They believe that they can take advantage of their ability to grasp work and life. Therefore, they are less sensitive to external environmental factors such as leaders' benevolent behavior but pay more attention to their work, which is harmful to the formation of family-like exchange. Hence, we predict:

Hypothesis 3: Employee power distance has a positive moderating effect on the relationship between benevolent leadership and family-like exchange. With employee power distance becoming higher, the positive relationship between the benevolent leadership and the family-like exchange will be stronger.

Combined with hypothesis 2 and 3, this study speculates that the employee power distance has a moderating effect on the intermediary effect of family-like exchange between the benevolent leadership and the employee voice behavior. Specifically, with employee power distance becoming lower, the positive relationship between benevolent leadership and family-like exchange will be weaker. What's worse, the positive relationship between benevolent leadership and employee voice behavior conducted through family-like exchange will be weaker. On the contrary, with employee power distance becoming higher, positive relationship between benevolent leadership and family-like exchange will be stronger. What's more, the positive relationship between benevolent leadership and employee voice behavior conducted through family-like exchange will be stronger. Hence, we predict:

Hypothesis 4: Employee power distance has a moderating effect on the intermediary role of family-like exchange between benevolent leadership and employee voice behavior. With employee power distance becoming higher, the mediating effect of family-like exchange will become stronger. The theoretical model of this study is shown in Figure 1.



Figure 1 Hypothesis Model

Method

Sample

This study carried out the data collection work through questionnaires. Respondents were mainly from Jiangsu, Zhejiang, Liaoning, Guangdong, Anhui and Shanghai. They were working in different industries, including finance, computer, real estate and consulting. 530 questionnaires were collected, including 477 valid questionnaires, and the recovery rate was 90%. In the 477 valid questionnaires, 52.83% of the respondents were men, 47.17% were women. In terms of the age, 29.14% of the respondents were distributed in 20 to 30 years old, 16.77% were distributed in 31 to 40 years old, 37.95% were distributed in 41 to 50 years old and 16.14% were older than 50 years old. In terms of education, junior high school and below accounted for 18.87%, high school and secondary school accounted for 19.29%, college accounted for 20.55%, undergraduates accounted for 29.98%, master and above accounted for 11.32%. In terms of working years, 16.35% of the respondents had worked for one year or below, 59.33% had worked for 2-5 years (inclusive), 19.71% had worked for 6-10 years (inclusive), and 4.61% had worked for more than 10 years.

Measures

In order to ensure the reliability and validity of the measuring tools, this study selected the existing mature scales at home and abroad which were widely used in local situations. In addition to the control variables, a five-stage scale score was taken, ranging from 1 to "totally disagree" to 5 for "total consent".

(1) Benevolent leadership Benevolent leadership was measured with 11 items, such as "superiors care about my personal daily life", "superiors usually care about me". Based on the Chinese situation, the scale was developed by Boxun Zheng et al. (2000). In this study, its internal consistency coefficient was 0.937 and the reliability was good (Hefu Liu et al., 2010).

(2) Family-like exchange Family-like exchange was measured with 5 items, such as "I focus on the interests of the unit, because the interests of the unit is connected with my interests closely", "as long as the unit needs, I will strive to pay for it", "my unit is a large family, I'm one of it". Suli Zhu et al. (2015) made the scale at the basis of Chinese situation. In this study, its internal consistency coefficient was 0.939, and the reliability was good.

(3) Employee power distance Employee power distance was measured with 6 items, such as "leaders do not need to consult subordinates when making decisions," "leaders should have some privileges" and "leaders should not exchange too many ideas with employees". The scale was made by Dorfman et al. (1988), and it had already been examined in Chinese local situations. In this study, its internal consistency coefficient was 0.901, and the reliability was good.

(4) Employee voice behavior Employee voice behavior was measured with 10 items, such as "I will actively make developmental recommendations for things that have an impact on the organization or department", "I will actively propose new projects that benefit the organization or department", and "I will make suggestions to improve the workflow". Jian Liang et al. (2012) made the scale at the basis of Chinese situation. In this study, its internal consistency coefficient was 0.846, and the reliability was good. According to previous studies, gender, age, education, working seniority may have an impact on employee voice behavior, this study selected these demographic variables as control variables.

III. RESULTS

Validated Factor Analysis

This study used Amos 22.0 to valuate discriminant validity by making validated factor analysis of benevolent leadership, family-like exchange, employee voice behavior and employee power distance. Results was shown in Table 1. The fitting index of the four-factor measurement model was obviously better than that of other models, and all the data met the criteria of judgment, which was the best adaptable model. It indicated that the discriminant validity between the variables was good.

Table1 Results of Validated Factor Analysis (N=477)

Model	χ^2	df	χ^2/df	CFI	TLI	RMSEA
Four Factors Model	836.278	458	1.826	0.955	0.952	0.043
Three Factors Model	2299.123	461	4.987	0.783	0.767	0.094
Two Factors Model	3110.764	463	6.719	0.687	0.665	0.113
One Factor Model	4300.371	464	9.268	0.547	0.516	0.136

Note: Four factors model includes benevolent leadership, employee power distance, family-like exchange, employee voice behavior. Three factors model includes benevolent leadership, employee power distance + family-like exchange, employee voice behavior. Two factors model includes benevolent leadership + employee power distance, family-like exchange + employee voice behavior. One factor model includes benevolent leadership + employee power distance + family-like exchange + employee voice behavior.

Common Method Deviation Test

In this study, the questionnaire data were collected in the form of self-reporting, so there may be some common method deviation. Hao Zhou and Yingrong Long (2004) put forward that the control methods of common method deviation are divided into procedure control and statistical control. In terms of procedure control, the study conducted a preliminary study before the finalization of the questionnaire, and revised the questionnaire repeatedly according to the opinions provided by the pre-test participants. What's more, we had detailed the purpose of the study before the questionnaire was issued, and ensured the anonymity of the respondents. In terms of statistical control, this paper used Harman single-factor method (Podsakoff et al., 2012) to test. We put all the questions of the four variables in the questionnaire into SPSS.24 software to do the factor analysis. The first factor explanation variance obtained without rotation was 33.261%. At the same time, the total explanation variance was 67.493% which did not account for more than 50%. Therefore, the problem of common method deviation was not serious.

Correlation Analysis

Table 2 showed the mean, standard deviation, and correlation coefficients for all variables. The data showed that benevolent leadership had a significant positive correlation with employee voice behavior, which proved the establishment of the main effect. In addition, benevolent leadership had a significant positive correlation with family-like exchange, and family-like exchange had a significant positive correlation with employee voice behavior, which provided the possibility for further verification of the theoretical hypothesis.

Table 2 Results of Correlation Analysis (N=477)

Variable	Mean	SD	1	2	3	4	5	6	7	8
1.Gender	1.480	0.500								
2.Education	2.980	1.302	0.035							
3.Age	2.120	0.735	-0.063	-0.144**						
4.Working seniority	3.370	1.091	-0.069	-0.260**	0.462*					
5.Benevolent leadership	3.559	1.032	-0.062	-0.087	0.305*	0.565**				
6.Family-like exchange	3.604	1.138	0.013	0.021	0.174*	0.328**	(0.937)			
7.Power distance	2.140	0.899	-0.057	0.049	-0.025	-0.263*	0.561**	-0.095		(0.901)
8.Voice behavior	3.238	0.726	-0.051	0.087	0.125*	0.312**	0.452**	0.481*	-0.161*	(0.846)

*, ** indicate significance at the 5% and 1% levels, respectively.

Note: Numbers in parentheses are the coefficient alphas.

Hypothesis Test

About the test of main effect, we used hierarchical regression method to test the main effect of benevolent leadership on employee voice behavior. Model 6 in table 3 showed that benevolent leadership had a significant positive impact on employee voice behavior ($\beta=0.393$, $p<0.001$), hypothesis 1 was supported.

Table 3 Results of Hierarchical Regression Analysis (N=477)

Variables	Family-like exchange				Voice behavior			
	Model 1	Model 2	Model 3	Model 4	Model 5	Model 6	Model 7	Model 8
Gender	0.035	0.047	0.050	0.033	-0.033	-0.024	-0.048	-0.039
Education	0.114*	0.077	0.078	0.073	0.181***	0.155***	0.134**	0.130**
Age	0.345***	0.041	0.051	0.047	0.367***	0.148**	0.225***	0.135*
Work seniority	0.033	0.002	-0.003	-0.017	-0.021	-0.043	-0.035	-0.044
Benevolent leadership		0.546***	0.551***	0.533***		0.393***		0.219***
Family-like exchange							0.411***	0.319***
Power distance			0.037	0.08				
Benevolent leadership *				0.172***				
Power distance								
R ²	0.121	0.323	0.324	0.350	0.129	0.234	0.278	0.303
ΔR ²		0.202	0.001	0.027		0.105	0.149	0.069
F	15.385**	42.286***	35.364***	34.008***	16.539***	27.070***	34.167***	32.055***

*, ** indicate significance at the 5% and 1% levels, respectively.

About the test of intermediary effect, we examined whether family-like exchange played a partial intermediary role between benevolent leadership and employee voice behavior according to the criteria set put forward by Baron and Kenny (1986). Model 6 in table 3 showed that benevolent leadership had a significant positive impact on employee voice behavior ($\beta=0.393$, $p<0.001$). Model 2 showed that benevolent leadership had a significant positive effect on family-like exchange ($\beta=0.546$, $p<0.001$). Model 7 showed that family-like exchange had a significant positive effect on employee voice behavior ($\beta=0.411$, $p<0.001$). Model 8 put the benevolent leadership and the family-like exchange into the regression analysis at the same time, and the results showed that the family-like exchange had a significant effect on the employee voice behavior ($\beta=0.319$, $p<0.001$). At the same time, benevolent leadership still had a significant impact on employee voice behavior ($\beta=0.219$, $p<0.001$), but the impact became weaker. It showed that the family-like exchange played a partial intermediary role in the relationship between benevolent leadership and employee voice behavior. In order to

examine the existence of the intermediary role of family-like exchange more rigorously, this study tested the significance of the intermediary effect through the Bootstrap method recommended by Wang and Preacher (2015). The random sample number of Bootstrap was set to 5000, and the data showed that the intermediary effect of the family-like exchange between the benevolent leadership and the employee behavior was 0.1309. The 95% confidence interval was [0.0915,0.1787], which did not contain zero, so the positive intermediary effect was significant. Hypothesis 2 was supported.

About the test of moderating effect, model 4 in table 3 showed that the product factor coefficient of benevolent leadership and employee power distance was significant ($\beta=0.172, p<0.001$). Thus, hypothesis 3 was supported. In order to reveal the moderating effect of employee power distance more intuitively, this study used the method proposed by Cohen et al.(1975), which described the different power distance levels of employees by adding a standard deviation and subtracting a standard deviation, and explored the different moderating influence on the relationship between benevolent leadership and family-like exchange. As shown in Figure 2, benevolent leadership positively influenced the family-like exchange, and the employee power distance positively moderated the relationship between them. When employee power distance became higher, the positive influence of the benevolent leader on the family-like exchange became stronger.

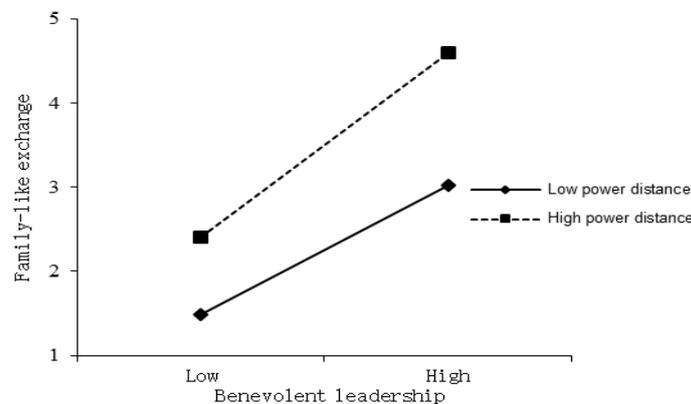


Figure 2 Moderating effect of employee power distance on the relation between benevolent leadership and family-like exchange

About the test of moderated intermediary effect, this study tested the moderating effect of the employee power distance on the intermediary effect of family-like exchange by means of the method proposed by Preacher et al. (2007). We used the SPSS PROCESS macro program to do the Bootstrap analysis, with a sample size of 5000 and a confidence interval of 95%, and the test results were shown in Table 4. When the level of employee power distance was low, the indirect effect of benevolent leadership on employee voice behavior through family-like exchange was 0.0941, and 95% confidence interval was [0.0599, 0.1411]. When the level of employee power distance was high, the indirect effect of benevolent leadership on employee voice behavior through family-like exchange was 0.1599, and 95% confidence interval was [0.1150, 0.2157]. Regardless of the employee power distance was low or high, the indirect effect of benevolent leadership on employee voice behavior through family-like exchange was significant (confidence interval does not include 0). The existence of the moderated intermediary effect cannot be determined sufficiently by analyzing the indirect effect only. This study also used PROCESS to calculate the intermediary effect, which was 0.0366. At the same time, 95% confidence interval was [0.0224, 0.0558], which does not contain zero. Therefore, the indirect effect was significant.

It showed that the employee power distance could moderate the indirect influence of benevolent leadership on employee voice behavior through the family-like exchange. With employee power distance becoming higher, the intermediary effect of family-like exchange became stronger. Thus, hypothesis 4 was supported.

Table4 Analysis of moderated intermediary effect

Moderating variable	Indirect effect in different conditions				Moderated intermediary effect			
	Indirect effect	SD	Lower limit	Upper limit	Effect	SD	Lower limit	Upper limit
Low power distance	0.0941	0.0200	0.0599	0.1411	0.0366	0.0085	0.0224	0.0558
High power distance	0.1599	0.0252	0.1150	0.2157				

Note: The high/low level of the moderating variable refers to a standard deviation above/below the mean.

IV. CONCLUSION AND DISCUSSION

Conclusion

This study yields the following conclusions: (1) benevolent leadership has a significant positive influence on employee voice behavior, (2) benevolent leadership influences employee voice behavior through partial intermediary effect of kinship family-like exchange, (3) employee power distance has a positive moderating effect on the relationship between benevolent leadership and family-like exchange, that is, with the level of employee power distance becoming higher, the positive influence of benevolent leadership on family-like exchange will become stronger. (4) the employee power distance can moderate the indirect influence of benevolent leadership on employee voice behavior through the family-like exchange. With employee power distance becoming higher, the intermediary effect of family-like exchange will become stronger.

Theoretical Contributions

(1) Previous research on the relationship between leadership style and employee voice behavior is mainly based on the western principle of fairness and reciprocity, which lacks the consideration of the Chinese situation. This study puts the voice behavior into traditional Chinese "Bao" culture, and explores the positive influence of benevolent leadership on voice behavior. It follows the research recommendations proposed by Xingpeng Luo et al. (2018) to incorporate more localized elements into management.

(2) The research on the mechanism of leadership style for employee voice behavior emphasizes fairness and reciprocity, but does not pay attention to the expression of the employee's internal emotion, or emphasizes the health factors of voice behavior such as self-efficacy and psychological security, but does not pay attention to the deep-seated factors (Liming Xu, Shuming Zhao, & Ming Zhang, 2018). Based on the theory of family-like exchange, this paper puts forward and verifies that benevolent leadership has an indirect effect on employee voice behavior through family-like exchange. It enriches the research on the mechanism of benevolent leadership for employee voice behavior to some extent, and explains the internal drivers of employee voice behavior.

(3) This paper combines individual characteristics, external environment and individual behavior to explain the relationship between benevolent leadership and employee voice behavior comprehensively. What's more, it explores the relationship between employee power distance and benevolent leadership initially and finds that employee power distance has a positive moderating effect on the relationship between benevolent leadership and family-like exchange, thus influencing the employee voice behavior. When the employee power distance is high, the positive effect of the benevolent leadership on the family-like exchange will be stronger, then employee voice behavior will increase. This paper enriches the boundary conditions when benevolent leadership influencing family-like exchange. In addition, the empirical results of this paper also explain why benevolent leaders are more popular in China than in western countries. Except the fact that western employees do not like to involve leaders in their private lives, western employees are much less sensitive to benevolent leadership than those in China.

Practical Implications

(1) Cultivate the benevolent leadership style properly Managers who expect voice behavior can take the benevolent leadership style welcomed by their subordinates. such as providing employees with the resources to meet their need, paying attention to employees' psychological problems, creating a free and safe work environment for employees through understanding and tolerance, increasing "human" interactions with employees.

(2) Establish the family-like exchange relationship with employees Influenced by the "pan-familyism" culture and the old SOE tradition in the era of planned economy, employees in Chinese enterprises are still looking forward to establishing strong emotional ties with the organization (Suli Zhu, Lirong Long, Wei He, & Zhongjun Wang, 2015). Managers who expect voice behavior can learn from Swedish IKEA home, China's Lenovo Group, Alibaba and so on to create the management culture of "non-blood relationship family-style enterprise". It will stimulate employees' thanksgiving psychology and promote employees and leaders to form a close and mutually integrated family-like exchange relationship.

(3) Choose management style according to employee characteristics Employees with high power distance are more sensitive to the benevolent leaders' care and tolerance. China is a typical country with high power distance culture, leaders should be more approachable and care for the employees in the process of management, which will effectively stimulate the employees' intrinsic motivation to voice.

Limitations and Suggestions for Future Research

Although this paper proposes a new research perspective, there are still some limitations and shortcomings to be improved: Firstly, the data of independent variable and dependent variable are not collected from both employees and leaders. Although there is no common method deviation problem through Harman

single-factor test, future study should collect data through different objects as far as possible to increase the objectivity of the results. Secondly, this study collected the cross-sectional data. The effect of leadership style on employee behavior needs a certain time, and future studies can measure the independent and dependent variables separately based on different time points to make the results more rigorous. Thirdly, in order to avoid the negative effects of the flooding of human feelings, managers should pay attention to fairness and efficiency when adopting the style of benevolent leadership. Future research can further explore the conditions of adopting benevolent leadership. Fourthly, more and more Chinese native variables, such as moderation, guanxi, face, harmony, traditionality and so on can be used to explore the relationship between leadership style and employee behavior.

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