INFLUENCE OF EMPLOYEES' FELT TRUST ON THEIR VOICE BEHAVIOR: THE ROLES OF PSYCHOLOGICAL SAFETY AND TEAM VOICE ATMOSPHERE

[1]Feng Wu

Panyapiwat Institute of Management,Thailand

389451072@qq.com

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Abstract

Based on social exchange theory and social cognitive theory, this paper reveals the mechanism of employees' felt trust on their voice behavior. The analysis of the data of the 400 questionnaires showed that employees' felt trust is positively related to their voice behavior and psychological safety, and psychological safety is positively related to individual voice behavior. Psychological safety plays a role in mediating the relationship between employees' felt trust and individual voice behavior. In addition, team voice atmosphere has an obvious and positive effect on psychological safety which mediates an employee's felt trust and his/her voice behavior, that is, in the case of an active team voice atmosphere, the mediating effect of employees' felt trust on individual voice behavior through psychological safety is stronger. This study aims to provide important guidance and practical significance for managers to reasonably improve employees' felt trust and promote their voice behavior.

Keywords: employees' felt trust; psychological safety; team voice atmosphere; voice behavior

Introduction

In the current VUCA era, the rapidly changing and complex market environment requires employees not only to complete their own work, more importantly, but also to give advice and make suggestions for the development of enterprises, that is, to put forward innovative ideas, opinions and suggestions, so that enterprises can react in time and make correct decisions when facing competition and crisis (Liu et al., 2015). Employees' voice behavior, as a win-win intra-organizational behavior, is conducive to not only the improvement of employees' enthusiasm, efficiency and sense of belonging (Crant et al., 2011), but also the timely finding and solving of problems of enterprises, which can improve the effectiveness of corporate management and decision-making (Ng & Feldman, 2015).

However, it is found that when enterprises encountered problems or bottlenecks in the process of development and needed suggestions from employees, the latter did not actively offer suggestions, and even kept silence and showed an attitude that they had nothing to do with it. The main reason is that voice behavior is challenging and may bring high-risk negative

[1]Chinese Graduate School Panyapiwat Institute of Management,Thailand

effects to employees (Qiu and Long, 2014). When employees make suggestions, they may change the status quo, move the cheese of the vested interests and affect their status, and then the employees who make suggestions will become a thorn in the eyes of the vested interests. Thus they would be excluded by the vested interests, and suffer verbal or even physical attacks (Yan and Huang, 2011). Faced with such high risks of voice behavior, employees tend to choose actions that are beneficial to themselves, that is, to avoid problems, to turn a blind eye to problems or to give up voice behavior initiatively (Li & Sun, 2015). Therefore, how to create a trusted and harmonious voice atmosphere to dispel employees' worries about voice behavior, which can promote employees' participation and enable them to take the initiative to make suggestions for the development of the enterprise, is related to the survival and development of the enterprise, and has become the focus of current enterprise management.

Trust and felt trust are two essential parts of trust relationship with fundamental differences . In the past, most scholars studied the trust relationship in organizations from the perspective of the subject, but they paid little attention to perception of trust of the object in the relationship. In recent years, a series of related influences of felt trust have begun to attract the attention of scholars (Lau et al., 2014). Scholars found that when the object of trust fails to effectively perceive the transmission of trust, the trust from the superior may not be rewarded. And it may cause misunderstanding and discord between the two sides (Baer et al., 2014). Whether the superior leader trusts the employee or not, only when the employee perceives the trust from the superior, can the subordinate's attitude and behavior change (Wang and Zhang, 2016).

Based on the above analysis, this paper studies how employees' felt trust affects individual voice behavior, and explores the mediating role of psychological safety and the moderating role of team voice atmosphere from the perspective of social exchange theory and social cognition theory. The theoretical contributions of this study are as follows: First, based on the social identity theory, it reveals the influencing mechanism of employees' felt trust on individual voice behavior from the perspective of psychological safety; Second, team voice atmosphere is introduced in this study to explain the influence on the relationship between psychological safety and individual voice behavior, providing certain theoretical support for how to promote the relationship between the two.

Theoretical basis and research hypotheses

Employees' felt trust and voice behavior

Employees' felt trust includes two aspects: perception of dependency from the superior and perception of information disclosure from the superior. Superior dependence refers to the degree of the superior's dependence on his/her subordinates' knowledge, skills and abilities in his/her behavior and decision-making process, which reflects employees' perception of superior trust from the perspective of the trustee. Superior information disclosure refers to the willingness of the superior to share sensitive information with his/her subordinates, that is, to reflect the employees' perception of the superior information disclosure from the perspective of the trustee (Wang & Zhang, 2017; Sun et al., 2018). In an organization, the relationship between superiors and subordinates is vertical and binary. The difference in status and power between the two makes the role of trust more complex. The more power and higher status the truster has in the organization, the stronger the role of trust behavior will be (Lau et al., 2008). Research has found that when employees perceive that they are trusted by their superiors, they will show more positive behaviors in line with their superiors' expectations (Kierein & Gold, 2000).

In view of the role played by superiors in organizational management, this paper holds that the perception of superiors' trust is an important organizational factor to promote subordinates' voice behavior. According to the social exchange theory, on the one hand, risks and benefits perceived by employees are the internal psychological mechanism of voice

behavior (Detert & Edmondson, 2007). When their expected voice behavior may bring large benefits with small risks, employees' voice behavior is more active in the organization or work process; otherwise, employees will restrain their voice behavior and keep silent (Zhou, Long, 2013). The dependency of superiors means that their behaviors and decisions are more dependent on the knowledge, skills and judgment of their subordinates. The perception of dependency of superiors improves the confidence of employees in the value and success of their voice behaviors to a certain extent. Information disclosure by superiors means that superiors often communicate with subordinates about their work and personal feelings. The perception of information disclosure by superiors strengthens the identity of friends between superiors and subordinates. In addition, being trusted reflects a positive evaluation from others, which is often interpreted as a kind of favoritism or favor. According to the principle of reciprocity, when they perceive that they are trusted by superiors, employees will do altruistic behaviors in return for favors from their superiors. Therefore, they will actively execute instructions from superiors to complete organizational tasks at work and convert the trust from superiors into work efficiency. In addition, they are more able to find problems and put forward effective and feasible suggestions at work.

On the other hand, the perception of being trusted by a superior conveys a sense of empowerment and confidence to subordinates, which will encourage the subordinates to exhibit more in-role and out-of-role behaviors. According to the social exchange theory, when employees perceive that they are trusted by their superiors, they are more likely to achieve a successful relationship exchange (Blau, 1964). Dependency and information disclosure from superiors mean that subordinates need to do some behaviors in return, and voice behavior is one of them. Voice behavior is often understood as a risky behavior that changes the status quo and challenges the authority of leaders. The lack of felt trust from superiors will reduce employees' expectation that their suggestions will be adopted. Even if they find problems in work and are confident in their suggestions, the risk characteristics of voice behavior may be more prominent if they are not trusted by their superiors. The failure of voice behavior will affect their image in the organization. Employees will reduce their voice behavior in consideration of their personal gain and loss, and pros and cons. In addition, superiors' distrust will also reduce subordinates' sense of responsibility and obligation to the organization, inhibiting their motivation for voice behavior, and thus reduce voice behavior or no voice behavior. Based on that, this paper proposes the following hypotheses:

H1: Employees' felt trust has positive effects on individual voice behavior

The mediating role of psychological safety

Psychological safety refers to the psychological perception that employees dare to express their true thoughts and opinions in the organization without worrying that such behavior will affect their career and image in the organization (Edmondson, 1999). As a member of an organization, the psychological safety of employees will be affected by various factors in the organization, such as people, institutions, and so on. As a formal and standardized performance evaluator, superiors have an important influence on the development of their subordinates, and their trust undoubtedly plays an important role in the formation and change of employees' psychological safety (Wang & Duan, 2015). In the vertical relationship between the two sides in the organization, the differences in status and power enhance the role of trust, and employees' perception of being trusted by their superiors will significantly reduce their behavioral risks. It is mainly manifested in the two aspects of perception of superior trust: Employees' perception of the dependency from superiors means that the behaviors and decisions of superiors are more dependent on the knowledge, ability and judgment of employees, and employees have more authorization and organizational resources. At the same time, sensitive information sharing and communication are important features to distinguish "insiders" from "outsiders". The perception of information disclosure from

superiors will enhance the exchange relationship between superiors and employees. In addition, the trust of superiors means that superiors are willing to take the risk of relying on their subordinates to complete risky and important tasks or share sensitive information (Gillespie, 2003). Having the trust and support of superiors reduces the expectation of task failure or difficulties. Therefore, employees' perception of superior trust will increase their psychological safety.

Furthermore, voice behavior is risky, so psychological safety is an important factor affecting voice behavior. First of all, voice behavior means to change the status quo and is defined as troublesome by others. Employees do not have a clear understanding of whether their suggestions are reasonable and effective or not, and the failure of voice behavior may bring a negative impact on their career development. Secondly, voice behavior is likely to threaten the interests of others and be opposed, thus affecting the image of employees in the organization (Zhou & Long, 2013). In the context of Chinese enterprises, the risk characteristics of voice behavior are more prominent. Psychological safety reduces the interpersonal risk expectation of employees' voice behavior, which is conducive to their voice behavior (Song & Liu, 2014). Therefore, the increase of psychological safety is beneficial for employees to show more voice behavior. Based on that, the following hypotheses are proposed in this study:

H2: Employees' felt trust is positively related to psychological safety

H3: Psychological safety is positively related to individual voice behavior

H4: Psychological safety plays a mediating role between employees' felt trust and individual voice behavior

The moderating effect of team voice atmosphere

Team voice atmosphere refers to the social and interpersonal relationship atmosphere that team members can perceive to affect voice behavior, including the four dimensions of smooth voice atmosphere, leader acceptance atmosphere, teamwork atmosphere, and interpersonal harmony atmosphere. Previous research on atmosphere found that shared belief formed at the team level, namely, team atmosphere, has a significant impact on the behavior of team members (Kuenzi & Schminke, 2009). In the field of voice behavior, team voice atmosphere, as a reflection of team members' shared and consistent psychological cognition of the external environment of voice behavior, should be an important reason for team members to conduct voice behavior. Considering that voice behavior may challenge the existing workflow and decision-making mechanism, individuals will weigh the possible risks and benefits of voice behavior before they make it (Detert & Burris, 2007).

Team voice atmosphere provides a kind of preset information for team members with voice behavior intentions to guide them to decide whether to make voice behavior or not. First, the smooth voice atmosphere reflects the policy support of the whole unit or organization that ensures employees voice or make suggestions. It is also a reflection of the relaxed and democratic communication atmosphere created. The research shows that establishing channels for voice behavior in organizations can improve employees' perception of procedural justice and enable employees to participate in voice behavior more actively (Van Prooijen et al., 2004). The higher the level of smooth voice atmosphere is, the more effective channels for voice behavior can be found by team members, and their perception of voice behavior opportunities is correspondingly improved, so that it is easier for them to make voice behavior.

Second, the acceptance atmosphere of leaders reflects the willingness, acceptance and tolerance of the direct superior of the team as the recipient of voice behavior. Research showed that whether leaders accept, encourage and advocate employees to express their opinions freely is one of the important reasons for employees' voice behavior (Detert & Burris, 2007). In teams with a high level of leadership acceptance atmosphere, if direct superiors encourage subordinates to express their ideas openly at any time, anywhere, regardless of whether they are right or wrong, it can reduce team members' perception of the risk of voice

behavior and stimulate their voice behavior. On the contrary, if leaders seldom ask for opinions from subordinates, and show antipathy, indifference to or even make criticism on members' voice behavior, it will inhibit the members' voice behavior.

Third, teamwork atmosphere reflects the atmosphere or spiritual performance appeared when team members play the collective role in the process of carrying out work, and jointly think of ways to contribute to it. The higher the level of teamwork atmosphere is, the better team members can work with the spirit of ownership to offer advice or suggestions for the carrying out and development of team work. Fourth, interpersonal harmony atmosphere reflects the interpersonal relationship between team members at work and in private life. Harmonious interpersonal relationship is the basis of making mutual voice among team members. Greenberg and Edwards (2009) also pointed out that the internal factors of the social dynamic system in the work environment would affect employees' voice behavior. The higher the level of the atmosphere of interpersonal harmony, the more social support felt by team members, and they are more likely to show voice behavior.

To sum up, according to social cognitive theory, human activities are jointly determined by external environment, human behavior and individual cognitive process. Team voice atmosphere belongs to external environment, felt trust and psychological safety belong to individual cognitive process, and individual voice behavior is human behavior. Under the external environment of team voice behavior, felt trust, psychological safety and voice behavior will be moderated by team voice atmosphere. It has a significant moderating effect on the relationship between employees' felt trust and voice behavior, the relationship between psychological safety and voice behavior, and the mediating effect of psychological safety on employees' felt trust and voice behavior. Based on that, the following hypotheses are proposed in this study:

H5: Team voice atmosphere has a significant and positive moderating effect on the relationship between psychological safety and individual voice behavior. Compared with gloomy team voice atmosphere, the positive relationship between psychological safety and individual voice behavior is stronger in an active team voice atmosphere.

H6: Team voice atmosphere has a significant and positive moderating effect on the mediating effect of psychological safety over employees' felt rust and individual voice behavior. Compared with gloomy team voice atmosphere, the mediating effect of employees' felt trust on individual voice behavior through psychological safety is stronger in an active team voice atmosphere.

Research design

1. Research sample

In this study, 436 questionnaires were distributed to employees in Nanning, Liuzhou, Guilin and other regions of Guangxi. After eliminating the ones with wrong, missing and casual answers, 400 valid questionnaires were collected with an effective rate of 91.7%. From the structure of the samples, male employees were the majority, accounting for 52% of the total samples; In terms of age structure, the majority of employees are young people, 65.3% of whom are under 40 years old; From the level of education, 55.6% of the respondents have a bachelor degree or above; In terms of working years, 62.2% of the respondents had worked for more than 10 years.

2. Measurement of variables

In this study, mature scales at home and abroad or scales used by many scholars are adopted. Each item adopts Likert7-point scale scoring method to measure the four main variables of employees' felt trust, psychological safety, individual voice behavior and team voice atmosphere.

Employees' felt trust: The scale compiled by Gillespie (2003) was used. The scale has a total of 11 items, including the representative items such as "My direct superior will try to involve me in and make me exert an influence on things that are important to him", etc. The Cronbach's α value of this scale is 0.857.

Psychological safety: The Workplace Anxiety Scale compiled by Edmondson (1999) was used. The scale has a total of 7 items, including the representative items like "If I make mistakes at work, I will not be blamed by my superiors", and so on. The Cronbach's α value of this scale is 0.908.

Individual voice behavior: The Workplace Anxiety Scale compiled by Liang et al. (2012) was used. It has a total of 10 items. The representative items such as "I will proactively point out the problems that may affect the normal operation of the company and propose solutions", etc. are also included in it. The Cronbach's α value of this scale is 0.793.

Team voice behavior climate: The scale compiled by Frazier and Bowler (2015) was used, which has a total of 6 items, including the representative items such as "The company encourages employees to make suggestions on issues affecting the team", etc., and the Cronbach's α value of this scale is 0.925.

Data analysis and result

1. Confirmatory factor analysis

Confirmatory factor analysis is used to verify convergent validity of various variables, which is determined by indexes of average variation extraction (AVE). Formell and Larcker (1981) believed that latent variables presented better convergence when the AVE was greater than or equal to 0.4. Table 1 shows that the cumulative explained variance ratios of all variables are above 60%, factor loading ranges within 0.5, and KMO fluctuates around 0.9, which conform to the judgment criteria of each index. This proves that the scale has very good construct validity, and all the items of the measuring tools in the questionnaire can exactly and effectively reflect the to-be-measured variables. In addition, the AVE value of each variable is above 0.4, and the CR value greater than 0.85, indicating satisfactory fitting optimization indexes, and the RMSEA indexes are lower than 0.05, indicating good convergence. All these show that the scale in this paper has better convergent validity.

Table 1 - Validity test of scales

Variable	Item	Factor loading	Cumulative explained variance ratio	KMO	AVE	CR	Fitting optimization index
Employees' felt trust	1	.699	66.60%	0.901	0.446	0.889	x2/df=1.169, RMSEA=0.021, CFI=0.997, TLI=0.996, IFI=0.997, NFI=0.981
	2	.569					
	3	.691					
	4	.660					
	5	.733					
	6	.613					
	7	.702					
	8	.626					
	9	.661					
	10	.706					
	2	.721					
	3	.694					
	4	.643					
	5	.624					
	6	.708					
	7	.729					
	8	.705					
	9	.732					

	10	.771					
	11	.741					
	12	.722					
Psychological safety	1	.833	64.54%	0.935	0.587	0.909	x2/df=0.569, RMSEA=0.000, CFI=1.000, TLI=0.998, IFI=0.999, NFI=0.995
	2	.731					
	3	.744					
	4	.742					
	5	.804					
	6	.800					
	7	.702					
Team voice atmosphere	1	.801	72.80%	0.930	0.674	0.925	x2/df=0.475, RMSEA=0.000, CFI=1.000, TLI=1.005, IFI=1.003, NFI=0.997
	2	.819					
	3	.844					
	4	.822					
	5	.835					
	6	.804					
Individual voice behavior	1	.681	65.35%	0.866	0.430	0.882	x2/df=0.672, RMSEA=0.000, CFI=1.000, TLI=1.008, IFI=1.004, NFI=0.991
	2	.639					
	3	.589					
	4	.727					
	5	.608					
	6	.630					
	7	.689					
	8	.715					
	9	.551					
	10	.706					

2. Correlation analysis

The mean value, standard deviation and correlation coefficient of each variable in this study are in Table 2. Data suggest that correlations among variables are consistent with the previous hypotheses of the study: employees' felt trust is significantly positively related to their own voice behavior (γ=0.411, $p<0.01$) and psychological safety (γ=0.576, $p<0.01$); psychological safety is significantly and positively related to individual voice behavior (γ=0.424, $p<0.01$).

Table 2 - Mean values, standard deviations of major variables and correlation coefficients between variables

	1	2	3	4	5	6	7	8
1. Gender	1							
2. Age	0.016	1						
3. Education	-0.015	0.001	1					
4. Working hours	0.043	0.960	-0.161	1				
5. Employees' felt trust	0.076	-0.029	-0.031	-0.020	1			
6. Individual voice behavior	0.065	-0.012	0.073	-0.018	0.411**	1		
7. Psychological safety	0.071	0.038	0-.013	0.047	0.576**	0.424**	1	
8. Team voice atmosphere	-0.011	-0.007	-0.022	-0.014	0.390**	0.362**	0.366**	1
Mean value (M)	1.480	5.271	2.614	2.576	3.945	3.904	4.141	4.018
Standard deviation (SD)	0.500	1.126	0.864	1.565	1.256	1.109	1.471	1.616

Note: ** and * represent $p<0.01$ and $p<0.05$ respectively

3. Test of common method variance

Due to the restrictions of objective conditions, data from the same source are used in this study. To avoid common method variance, Harman single-factor test method is adopted for analysis and judgment. If only a factor is analyzed or the explanatory power of a certain factor is specially strong in the analysis results of factors that have been tested as unrotated, it can be determined that there is a common method variance. Exploratory factor analysis is conducted for all items of variables in the questionnaire, and principal component analysis is applied to extract factors with a characteristic root greater than 1. Results in Table 3 show that there are 5 factors whose extracted characteristic roots are greater than 1 without rotation, and the first factor explains a variance of 35%, which does not exceed the criterion of 50% (Xu & Li, 2018), with a cumulative explanation rate of 71.5%. Therefore, it can be concluded that the common method variance in this study is not serious.

Table 3 - Exploratory factor analysis

	Initial eigenvalue			Eigenvalue after extracting component		
Component	Eigenvalue	Percentage of explained variance	Percentage of cumulative explained variance	Eigenvalue	Percentage of explained variance	Percentage of cumulative explained variance
1	9.626	35.652	35.652	9.626	35.652	35.652
2	3.263	12.086	47.738	3.263	12.086	47.738
3	2.676	9.912	57.650	2.676	9.912	57.650
4	1.984	7.348	64.998	1.984	7.348	64.998
5	1.754	6.497	71.495	1.754	6.497	71.495

Note: 1. The part with an eigenvalue less than 1 is omitted; 2. Analysis method: Principal component analysis

4. Hypothesis test

Hierarchy regression analysis is conducted to verify relations hypotheses (seeTable 4).

Table 4 - Hierarchy regression results

Variables	**Psychological safety**		**Individual voice behavior**				
	Model 1	**Model 2**	**Model 3**	**Model 4**	**Model 5**	**Model 6**	**Model 7**
Control variables							
Gender	-0.006	-0.035	0.065	0.067	0.034	0.042	0.157
Age	0.187	0.207	-0.072	-0.140	-0.051	-0.101	0-.013
Education	-0.055	-0.044	0.084	0.104	0.095	0.105	0.092
Working hours	-0.202	-0.210	0.062	0.135	0.053	0.104	-0.012
Independent variable							
Employees' felt trust		0.393***			0.411***	0.316***	
Mediating variable							
Psychological safety				0.366***		0.242***	0.181***

Moderating variables							
Team voice atmosphere						0.555***	0.343***
Interaction							
Psychological safety × Team voice atmosphere							0.063***
R^2	0.003***	0.156***	0.010***	0.143***	0.178***	0.227***	0.392***
ΔR^2	0.007***	0.145***	0.000***	0.132***	0.168***	0.216***	0.381***
F	0.274	14.576***	1.000	13.179***	17.065***	19.272***	36.122***

Note: ***, ** and * represent $p < 0.001$, $p < 0.01$, $p < 0,05$ respectively

(1) Test of direct effect

Regression analysis is conducted to test hypothesis 1. Firstly, the control variables (gender, age, education, working hours) are put into a regression equation, then the independent variable (employees' felt trust) is introduced, and finally the relationship between employees' felt trust and individual voice behavior is tested. Table 4 shows the result of regression analysis. From Model 4, after controlling related variables, employees' felt trust is significantly and positively related to individual voice behavior ($\beta=0.411$, $P<0.001$). Therefore, hypothesis H1 is supported by relevant data.

(2) Test of mediating effect

The steps for mediation proposed by Baron and Kenny (1986) are used in this study to test the mediating effect of psychological safety. When making regression analysis, the controlling variables (gender, age, education, working hours) are put into a regression equation firstly, then the independent variable (employees' felt trust) is introduced, and finally the mediating effect of psychological safety on employees' felt trust and individual voice behavior is tested. Table 4 shows that when the mediating variable (psychological safety) is added to employees' felt trust and individual voice behavior, employees' felt trust can have positive prediction of psychological safety ($\beta=0.393$, $p<0.001$), and psychological safety can predict positive individual voice behavior ($\beta=0.366$, $p<0.001$). Therefore, hypotheses 2 and 3 are supported.

Furthermore, when the mediating variable (psychological safety) is added to employees' felt trust and individual voice behavior for hierarchical analysis, psychological safety can predict positive individual voice behavior ($\beta=0.242$, $p<0.001$), and the positive effect of employees' felt trust on individual voice behavior is diminished (β changed from 0.411 to 0.316) while the organizational identification is added. However, the regression coefficients of the independent variable (employees' felt trust) and the dependent variable (individual voice behavior) are still significant ($\beta=0.316$, $p<0.001$). From the above analysis, hypothesis 4 is verified.

(3) Test of moderating effect

The results in Table 4 indicate that both psychological safety and team voice atmosphere have significantly positive effect on individual voice behavior ($\beta=0.366$, $p<0.001$; $\beta=0.555$, $p<0.001$), and the total rates of the independent variable explaining the dependent variable are14.3% and 31.8% respectively. The interaction of psychological safety and team voice atmosphere has significantly positive effect on individual voice behavior ($\beta=0.063$,

p<0.001), and the regression coefficient of psychological safety and individual voice behavior and that of team voice atmosphere and individual voice behavior are still significant (β=0.181, p<0.001; β=0.343, p<0.001). The overall explanation rate of the model has been increased to 39.2%. From the above analysis, hypothesis 5 is verified.

To understand the moderating effect of team voice atmosphere more intuitively, a diagram is drawn, as shown in Figure 2.

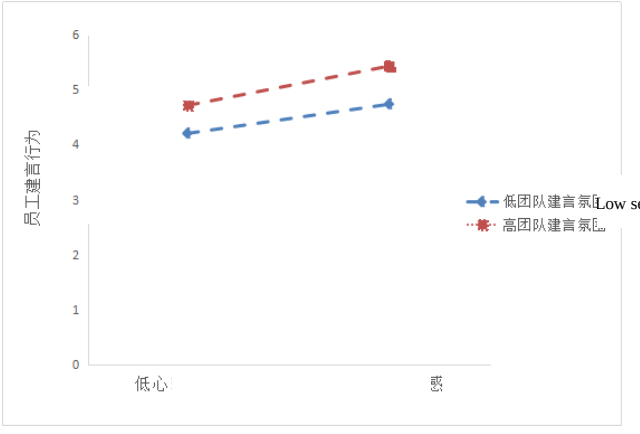

Figure 2 - Diagram of moderating effect of team voice atmosphere on psychological safety and individual voice behavior

(4) Moderated mediating effect

To test the moderated mediating effect, the testing method for moderated mediation proposed by Preacher (2007) and Hayes (2013) is adopted, and the plug-in unit PROCESS 3.3 of SPSS is used for Bootstrap test. According to the model hypothesis in this study, the model sample corresponding to the plug-in unit is Model 14. The sample size is set to be 5,000, non-parametric percentile method is selected for Bootstrap, and testing is conducted under 95% confidence interval. At the same time, a standard deviation is added or subtracted according to the mean value, and paradoxical thinking is divided into two types, high paradoxical thinking and low paradoxical thinking. The variables have been standardized before testing the data.

Table 5 Analysis results of moderated mediating effect

Employees' felt trust--->Psychological safety--->Individual voice behavior						
Team voice atmosphere	Indirect effect under different conditions			Moderated mediating effect		
	Effect value	Standard error	Confidence interval	INDEX	Standard error	Confidence interval
M-SD	0.0240	0.0189	[-0.0130, 0.0612]	0.0254	0.0086	[0.0093,0.0426]
M	0.0651	0.0159	[0.0353,0.0976]			
M+SD	0.1062	0.0232	[0.0639,0.1557]			

As shown in Table 5, in the mediation path of Employees' felt trust--->Psychological safety--->Individual voice behavior, when the team voice atmosphere is gloomy, the indirect effect of employees' felt trust on individual voice behavior through psychological safety is 0.0240, and the confidence interval is [-0.0130, 0.0612], including 0; when the team voice atmosphere is active, the indirect effect of employees' felt trust on individual voice behavior through psychological safety is 0.1062, and the confidence interval is 0.1062, excluding 0. According to the research of Hayes (2013), INDEX is an important indicator to determine the presence or absence of moderated mediating effect. Only when the indicator is not 0 significantly, presence of moderated mediating effect can be determined. The data in the table show that the INDEX value is 0.0254 for the moderated mediating effect in the path of

Employees' felt trust--->Psychological safety--->Individual voice behavior, and the confidence interval is [0.0093,0.0426], excluding 0. To sum up, when the team voice atmosphere is active, the positive effect of employees' felt trust on individual voice behavior through psychological safety is stronger. Therefore, hypothesis 6 is tested.

Conclusions and outlook

1. Conclusions

Based on the social exchange theory and the social cognitive theory, this paper takes psychological safety as the mediating variable and team voice atmosphere as the moderating variable to build a theoretical model of employees' felt trust affecting individual voice behavior. Through the400 questionnaires released to corporate employees in Guangxi's Nanning, Liuzhou, and Guilin in China, the following conclusions are made: employees' felt trust will positively affect individual voice behavior; psychological safety plays a role in mediating the relationship between employees' felt trust and individual voice behavior; and team voice atmosphere plays a moderating role.

2. Theoretical significance

(1) Bring in a new theoretical perspective for research on individual voice behavior

In previous researches on factors affecting individual voice behavior, domestic and foreign scholars have proposed rich theoretical constructs and conducted empirical studies accordingly. However, most of the studies focused on formal organizational behaviors or organizational relations, rarely on the influence of employees' felt trust on individual voice behavior. In this paper, the theoretical concept of employees' felt trust is regarded as a factor influencing individual voice behavior, relevant theories are applied to illustrate the relationship between the two, and empirical study is conducted for testing, so as to find out the mechanism of employees' felt trust affecting individual voice behavior. This brings in a new theoretical perspective for the study on individual voice behavior.

(2) Expand the applicability of the theoretical concept of employees' felt trust

Employees' felt trust is taken as a major factor influencing individual voice behavior, and explanatory research is used to test the concept's authenticity and validity in the Chinese context from the perspective of employees in Chinese organizations. Meanwhile, the empirical research method of questionnaire is used to test the applicability of the scaling mode of employees' felt trust.

(3) Enrich the theoretical research of individual voice behavior

Taking employees' felt trust as an independent variable, psychological safety as a mediating variable, team voice atmosphere as a moderating variable, and individual voice behavior as a casual variable, this paper explores in depth the mechanism of how employees' felt trust affects individual voice behavior, and conducts exploratory research to test its theoretical rationality, applicability and validity.

3. Management implications

(1) The management should attach importance to the significant influence of employees' felt trust on individual voice behavior in organizations

It is found in research that employees' felt trust positively affects individual voice behavior. Employees' felt trust is divided into perception of the dependency from the superior and perception of information disclosure from the superior, and individual voice behavior includes active voice and inhibitive voice. The management should correctly understand and predict the influence of trust on employees' voice behavior, and release a signal of trust on employees in a targeted way according to their personality traits and abilities in practice. Meanwhile, the management should proactively understand the employees' feelings and work dynamics, and ensure the employees' perception of trust from the management. Only after the

employees have felt the trust, their motivation can be stimulated, so that they can take the initiative to offer advice and suggestions when they find problems.

(2) Improve employees' psychological safety and stimulate their voice behavior

According to research, psychological safety plays a role in mediating employees' felt trust and individual voice behavior. Psychological safety significantly influences individual voice behavior. Employees who have perceived dependency or information disclosure from the superior will have a stronger feeling of psychological safety, and show more active voice behavior. Therefore, the management should keep an open mind, create a harmonious and inclusive organizational atmosphere, establish a standard voice mechanism, and advocate the organizational culture of justice and equity, so that employees can feel a safe environment, harmonious interpersonal relations, and fair competition in the organization. In this way, employees' psychological safety can be improved, and their initiatives of offering advice and suggestions can be stimulated.

4. Limitations and outlook

There are still some limitations and shortcomings in this study, which need further exploration in the future. First, limited by time, the COVID-19 epidemic, and human, financial and material resources, the author could not go to more provinces/cities and enterprises to collect and investigate samples, but just selected samples from enterprises in Nanning, Liuzhou and Guilin in Guangxi. 436 questionnaires were released, and 400 valid questionnaires were collected after removing those with wrong, forgotten and casual answers. The sample size was small, and cross-section data was used, so the general applicability of the research conclusions needs to be further verified. Second, the data in this study were mainly collected through questionnaires, and all the questionnaires had been completed by the same person. Though the variables had been isolated, there are still some same-source variances in the results inevitably. Therefore, it is suggested to use more and better research methods at home and abroad for reference in the future research, collect data from enterprises in different regions and fields at various levels, so as to reduce same-source variances to the greatest extent. Third, there are many factors influencing individual voice behavior, but due to limitations in emphasis and space of this paper, psychological safety is introduced as a mediating variable in the research only from the perspective of felt trust. Future research may explore in depth the mechanism of some undiscussed variables affecting individual voice behavior.

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